

4a. MINUTES OF THE AUGUST BOARD MEETING

MINUTES

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

August 19, 2020, 8:30am

1. CALL TO ORDER: 8:32am

Directors Present: Harry Weis, Tahoe Forest Health System
Carmen Ghysels, Tahoe Truckee Unified School District
Kevin Smith, Truckee Tahoe Airport District
Steven Poncelet, Truckee Donner Public Utility District

Also Present: Emily Vitas, Executive Director
Ted Owens, Tahoe Forest Hospital District
Rem Scherzinger, Truckee Donner Public Utility District
Sean Holmes, Truckee Tahoe Airport District

2. PUBLIC COMMENT

No public comment was made.

3. WELCOME AND ADMINISTER THE OATH OF OFFICE TO DIRECTOR GHYSELS

The Oath of Office was administered by Emily Vitas, Executive Director and Board Clerk. Due to COVID-19 changes to the Brown Act allowing for telephonic meeting attendance, Directors not physically present will provide Executive Director notarized documentation of the Oath of Office for the record.

4. CONSENT ITEMS

- a. Approve Minutes of the June 17, 2020 Meeting
- b. Approve July Financials
Motion to approve made by Director Smith. Seconded by Director Ghysels.
Ayes: Smith, Ghysels, Weis, Poncelet
Noes: None

5. REPORTS AND PRESENTATIONS

- a. TTWHA Housing Programs
Ms. Vitas provided an update on the Employee Housing Needs Study and the Housing Match Program with Landing Locals.
- b. Executive Director Report
 - i. Agency Operations
Ms. Vitas updated the board on annual work plan progress, the agency's new logo, and the agency website design.
 - ii. Community Engagement
Ms. Vitas updated the board on engagement efforts with community group and members, and local housing developers.
 - iii. Regional Housing Update
Ms. Vitas updated the board on housing efforts made by Town of Truckee, Placer County, and the Mountain Housing Council of Tahoe Truckee.

6. ITEMS FOR BOARD DISCUSSION

- a. Advocacy Requests and Development of an Agency Advocacy Policy
Board discussed ensued. The board will review a draft advocacy policy at the September 16, 2020 board meeting.
No vote / motion required – the item and discussion was informational only.

7. ITEMS FOR BOARD ACTION

- a. Discussion and Possible Action on a Partnership with Daniel Fraiman Construction for the Hopkins Ranch Village Housing Project
The board agreed that there is interest in learning more about the project and how we may partner.
A motion was made by Director Smith for Ms. Vitas to continue discussions with the developer, with the goal of developing a draft agreement for board review at the September 16, 2020 board meeting. The agreement should not include any financial commitments by the Agency. Motion seconded by Director Poncelet.
Ayes: Smith, Ghysels, Weis, Poncelet
Noes: None

8. DIRECTOR COMMENTS

- a. Director Smith posed a question around how the Agency can find housing for employees without them having to compete in the open market. With high competition to purchase and rent, it is becoming even more difficult that is was to secure housing in Truckee-Tahoe.

9. ADJOURN

Motion to adjourn was made by Director Poncelet. Seconded by Director Smith.
The board adjourned at 9:55am.

Harry Weis, Board Chair

Carmen Ghysels, Board Secretary

4b. AUGUST FINANCIALS

Truckee Tahoe Workforce Housing Agency

BALANCE SHEET As of August 31, 2020

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
Gold Business Checking (6993)	249,532.51
Total Bank Accounts	\$249,532.51
Total Current Assets	\$249,532.51
TOTAL ASSETS	\$249,532.51
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable (A/P)	25,946.57
Total Accounts Payable	\$25,946.57
Total Current Liabilities	\$25,946.57
Total Liabilities	\$25,946.57
Equity	
Retained Earnings	
Net Income	223,585.94
Total Equity	\$223,585.94
TOTAL LIABILITIES AND EQUITY	\$249,532.51

Truckee Tahoe Workforce Housing Agency

PROFIT AND LOSS

April - August, 2020

	TOTAL
Income	
Total Income	
GROSS PROFIT	\$0.00
Expenses	
Housing Programs	
Housing Needs Assessment	8,975.00
Matching	2,843.93
Total Housing Programs	11,818.93
Marketing & Advertising / Community Outreach	
Marketing and Advertising	3,098.50
Total Marketing & Advertising / Community Outreach	3,098.50
Operating, General, and Administrative Expenses	
Dues & Subscriptions	175.00
Insurance	6,415.17
Office Supplies	303.19
Total Operating, General, and Administrative Expenses	6,893.36
Payroll and Employee Benefits	
Salaries and Wages	36,209.27
Total Payroll and Employee Benefits	36,209.27
Professional Services	
Legal	15,919.00
Website Design	2,475.00
Total Professional Services	18,394.00
Total Expenses	\$76,414.06
NET OPERATING INCOME	\$ -76,414.06
Other Income	
Contributions from Other Governments	300,000.00
Total Other Income	\$300,000.00
NET OTHER INCOME	\$300,000.00
NET INCOME	\$223,585.94

5a. EMPLOYEE HOUSING NEEDS STUDY

Meeting Date: September 16, 2020
Prepared By: Emily Vitas, Executive Director
Agenda Item: Employee Housing Needs Study

BOARD REQUEST

Review the draft Employee Housing Needs Study Report for discussion at the board meeting.

BACKGROUND

Wendy will be presenting her findings from the employee housing needs survey at the board meeting. She will ask for clarification around additional needs or areas the board would like her to focus on and/or refine, for use in preparing the final report.

The final Employee Housing Needs Study Report will be our main reference for developing long-term goals and strategies at the October 9 board retreat.

ATTACHMENTS

Draft Employee Housing Needs Study Report

Cover page

DRAFT - TTWHA Employee Housing Needs Study - DRAFT
(September 2020)

Photo?

Table of Contents

INTRODUCTION	1
REPORT CONTENT	1
METHODOLOGY	2
SUMMARY AND OBSERVATIONS	3
THE ISSUE	3
EMPLOYEE HOUSING PROBLEMS	3
RECRUITING CONCERNS	4
HOUSING PROGRAM PREFERENCES	5
EXISTING HOUSING ASSISTANCE	6
OBSERVED NEEDS AND RECOMMENDATIONS	7
MENU OF OPTIONS	8
EMPLOYMENT, RECRUITMENT AND RETENTION	9
TTWHA MEMBER EMPLOYMENT	9
UNFILLED JOBS	9
COMMUTING	10
EMPLOYEE RECRUITMENT AND TURNOVER	11
<i>Recruiting challenges</i>	12
<i>Recruiting strategy</i>	12
<i>Turnover and Housing</i>	13
<i>Cost of Recruiting and Turnover</i>	13
RETIRING EMPLOYEES	13
EMPLOYEE HOUSEHOLD CHARACTERISTICS	14
LENGTH OF TIME EMPLOYED	14
RENT / OWN	15
WHERE EMPLOYEES LIVE	16
HOUSEHOLD TYPE AND SIZE	17
AGE OF HOUSEHOLD MEMBERS	18
CHILD CARE	18
HOUSEHOLDS WITH PETS	19
HOUSEHOLD INCOME	19
EMPLOYEE HOUSING PROBLEMS	20
CONSIDERING LEAVING	20
DIFFICULTY FINDING HOUSING	21
SATISFACTION WITH HOUSING	22
HOUSING COST BURDEN	23
COVID-19 IMPACTS	24
HOUSING PREFERENCES	25
WILLINGNESS TO RENT OR PURCHASE	25
DEMOGRAPHICS OF INTERESTED RENTERS AND BUYERS	26
PREFERRED LOCATION	27
PREFERRED HOME TYPE	28

PRICE WILLING AND ABLE TO PAY	29
<i>Prices by Bedroom Size</i>	29
<i>Willing to Pay vs. Affordable Price</i>	30
NEIGHBORHOOD PREFERENCE	31
AMENITIES.....	32
HOUSING COSTS AND AVAILABILITY	34
RENTAL PRICES AND SUPPLY.....	34
NEW AND PENDING RENTALS	35
FOR SALE HOME PRICES AND SUPPLY.....	36
EMPLOYEE INTEREST IN HOUSING AND OTHER BENEFITS	39
SUPPORT FOR HOUSING PROGRAMS	39
INTEREST IN VARIOUS BENEFITS	40
HOUSING PROGRAMS OF INTEREST	42
OTHER PROGRAMS.....	44
CURRENT EMPLOYER-PROVIDED HOUSING	45
APPENDIX – EMPLOYEE SURVEY RESULTS.....	A-1

Introduction

The purpose of this study is to help the Truckee Tahoe Workforce Housing Agency (TTWHA) and its member employers¹ better understand the extent to which the price and scarcity of housing in the Tahoe Truckee area affects its employees, the ability to recruit and retain qualified staff, and the ability for employees to find satisfactory housing in the Tahoe Truckee community, if that is their goal.

The information in this report can help inform conversations about the housing conditions and other needs of TTWHA member employees. By answering the following questions, this report should help provide guidance toward effective policies that the TTWHA may consider:

- To what extent is the cost and scarcity of housing affecting employee recruitment, retention and satisfaction in the Tahoe Truckee area;
- What type of housing do employees need to stay in the area;
- What type of housing is available in the Tahoe Truckee area compared to employee needs; and
- What types of benefits or programs would employees find helpful?

Report Content

This report summarizes information from the following:

- A survey of employees of TTWHA partner employers to determine their demographics, incomes, housing issues and concerns, as well as other problems or concerns (e.g., day care, employment benefits or incentives, etc.). In this report, survey data has been extrapolated to apply to the full population of employees;
- Focus groups and interviews with department managers and recruiters to understand the issue from the hiring and employee retention perspective;
- An overview of the current housing market in the Truckee area to understand where the primary market gaps in housing options for employees exist; and
- Existing housing offered through TTWHA member employers.

¹ TTWHA member employers include the Tahoe Forest Health District (TFHD), Truckee Donner Public Utility District (TDPUD), Tahoe Truckee Unified School District (TTUSD), and Truckee Tahoe Airport District (TTAD).

Methodology

Employee survey: An online survey was made available to all TTWHA member employees through the human resources department during the months of June and July 2020. A total of 828 complete responses were received, for a good response rate of 50%. Data from the survey represents +/- 2.4 percentage points from actual at the 95% confidence interval level.

Survey responses well represent the mix of employees of TTWHA member employers:

- Survey data was weighted to ensure responses from each employer represent their respective proportion of total employees.
- Individual employer responses were weighted for the TFHD and TTUSD to correspond to the actual proportion of employees by primary job type.
- Responses were not weighted based on where employees live. The geographic location of survey respondents coincided with employer records on where employees live.

2020 Employee Survey Responses Compared to TTWHA Member Total Employees

	Survey Responses (July 2020) (pre-weighting)		TTWHA Member Employees (June 2020)	
	#	%	#	%
Total Employees	828	100%	1,666	100%
Tahoe Forest Health District (TFHD)	452	55%	1,036	62%
Tahoe Truckee Unified School District (TTUSD)	305	37%	530	32%
Truckee Donner PUD (TDPUD)	42	5%	72	4%
Truckee Tahoe Airport District (TTAD)	25	3%	28	2%

Source: 2020 Employee Survey; TTWHA Employer Human Resources Dept's

Focus Groups and Interviews: A total of 14 department managers and recruiters were interviewed to understand the primary challenges with employee recruitment, retention and satisfaction.

Housing market data: Additional reports and data sources were evaluated to understand the housing available to employees in the Tahoe Truckee area. This includes:

- Truckee North Tahoe Regional Workforce Housing Needs Assessment, 2016
- Tahoe Sierra Board of Realtors market reports
- Landing Locals and Craigslist rental market information
- MLS for-sale listings in August 2020; and
- US Census and ACS demographic data for the Tahoe Truckee area, defined by zip codes 89511, 89451, 96140, 96143, 96145, 96148 and 96161. This covers the Lake Tahoe area from Incline Village to Truckee, down to (but not including) Homewood.

Summary and Observations

The Issue

TTWHA member employers have been successful in attracting and keeping quality employees despite the difficult housing conditions in the Tahoe Truckee area by offering good pay and benefits for the area, employee training, move-up opportunities and consciously investing in their employees to improve employee satisfaction and morale.

Despite employers' success, it is recognized that finding and affording suitable housing in the area has long been difficult for employees and has gotten worse in the past several years. In the Tahoe Truckee area, home sale prices have increased 7% per year since 2012 and now average over \$1 million. Rents have been increasing up to 13% per year and households earning up to \$100,000 per year struggle to cover costs. Although typically a more affordable option, homes in the Reno/Sparks area, where 21% of employees live, have been rising at similar rates in recent years.

TTWHA member employers recognize that access to secure and affordable housing is key to ensuring the ability to attract and retain quality employees, reduce stress, and improve morale, which all translates to better service for the community. By understanding the extent to which employees struggle with housing in the area and programs that may help, TTWHA employers hope to continue to improve employee satisfaction and the ability for employees that desire to reside in the community in which they work to do so.

Employee Housing Problems

Understanding which employees have the most difficulty can help target programs:

PROBLEM	IMPACT	Who is mostly affected?
Employees Considering Leaving Employment	About 260 employees (16%) are considering leaving their employment at least in part due to the high cost of housing.	<ul style="list-style-type: none"> – Employees that have been employed up to 10 years – employees trying to get established in housing and those trying to move-up in housing are affected. – Renters and households that earn under \$100,000. – In-commuters from Reno/Sparks area that would prefer to live locally (about 60 employees may leave). – Employees who are dissatisfied with their housing or have had difficulty finding housing.
Difficulty Finding Housing	It was “very difficult” for 43% of employees to find housing the last time they moved – and 4% are still searching.	<ul style="list-style-type: none"> – Renters earning under \$100,000. – Owners employed less than 5 years. – Owners earning under \$200,000.

PROBLEM	IMPACT	Who is mostly affected?
Housing Dissatisfaction	One-third of renters are dissatisfied with their housing, as are 10% of owners	<ul style="list-style-type: none"> – First year employees are the most dissatisfied. – Satisfaction generally increases with time of employment. – Units being too small, too expensive and renters preferring to buy are the primary reasons for dissatisfaction. Many newer employees (less than 2 years) live with parents/relatives and would rather not.
Housing Cost Burden	About 30% of renters and 18% of owners are cost-burdened (pay over 30% of their income) by their housing payment	<ul style="list-style-type: none"> – Newer employees (less than 2 years)

Recruiting Concerns

Interviews with employers and department heads, along with survey responses, brought forth where housing most impacts employee recruitment and retention:

CONCERN	ISSUES	Suggestions
Reliance on Reno/Sparks	<ul style="list-style-type: none"> – The number of applicants from Reno has been increasing. – TFHD has seen a 1% rise per year over the past 10 years in employees commuting in from homes in the Reno/Sparks area and a corresponding drop in local employees. – The cost of housing in Reno is rising; employment opportunities are expanding; and employees growing weary of the commute are likely to find jobs nearer home. 	TTWHA employers offer a strong competitive work environment, but helping to improve housing options will only strengthen the ability to recruit and keep employees.
Recruiting	<ul style="list-style-type: none"> – Applicants increasingly ask about housing options in the area. – All employers have had applicants refuse jobs due to housing concerns across the spectrum of jobs: entry level through upper management. – When recruiting skilled employees from outside the area, the high cost of housing is often a barrier. 	Being able to advertise “we can help with housing” would significantly help many departments.
Turnover/ training	<ul style="list-style-type: none"> – If housing is not a barrier upon recruitment, many employers have noted that it can lead to turnover within two to five years. – Some departments are “consistently training” new staff. – Training new support staff leads to time away from customer care and service and is costly. – Quality of care is reduced. 	Helping to stabilize housing conditions for some employees can help reduce turnover and the need for training.
Retiring employees	<ul style="list-style-type: none"> – 11% of employees (190 total) expect to retire within 5-years. – Retirees tend to hold more senior/skilled positions. – Most retiring employees have stable housing because they own their homes, which many purchased 10 or 20 years ago or during the recession. – New employees struggle to find homes to rent and most do not earn enough to purchase. 	Having short-term housing available can give employees time to find more permanent options.

Housing Program Preferences

About three-fourths of employees are “somewhat” or “very” supportive of their employer investing resources in housing programs for employees. Of the 9% that are unsupportive, it is important to be transparent about equality (programs that reach everyone), cost and where funding is coming from, and “why” (what is the benefit to employees and the organization).

When exploring options to address housing, employees expressed the following preferences:

Interest in Renting or Purchasing a Home

About 400 employees would rent a home from their employer; 500 would purchase a deed restricted home. A similar number would consider renting or buying if provided with more information. Educating employees on these potential options may significantly expand interest.

Most TTWHA member employees earn too much to qualify for income-restricted rentals. Renters earning up to \$100,000 are the most in need (up to a \$2,220 rent payment) and owners earning below \$150,000 are most interested in deed restricted homes. Core needs are:

- Rentals between \$1,000 up to \$2,500. Rentals are also needed below \$1,000 – most of these households could qualify for income-restricted rentals, if available.
- For sale prices between \$200,000 and \$500,000.
- Two- and three-bedroom units are the most needed. About 17% of renters desire a 1-bedroom.
- Most employees that would purchase a deed restricted home will consider attached product, which is good considering that single family homes start at about \$600,000 in the current Tahoe Truckee market. Several examples of well-designed attached workforce housing neighborhoods exist (e.g. Wellington Neighborhood in Breckenridge, CO).

Interest in Non-Housing Assistance Options

- Renters showed the strongest interest in student loan forgiveness, commute reimbursement and relocation assistance – all factors that affect their cost of living in the area.
- Owners had the most interest in commute reimbursement, student loan forgiveness and child care support. These were also programs favored by households with children (couples and single parents). Child care costs average over \$800 per month – this is a significant burden for many households.

Interest in Housing Assistance Options

- Employees of 5 years or less showed more interest than longer term employees in all programs, indicating the strength of these programs in potentially helping to attract and retain staff.
- Down payment assistance, a housing stipend and assistance with repairs/renovation were the top three preferred programs. Renters most prefer the down payment program and housing stipend, plus homebuyer education; owners had most interest in the housing stipend and renovation assistance, followed by down payment assistance.

Interest in Other Assistance Options

Employees provided ideas for additional assistance that they would find beneficial. Some common themes include:

- Wage increase
- Alternative work hours/work from home
- Assistance finding housing
- Extended child care assistance/tutoring assistance
- Food/grocery discounts
- Insurance – home/fire, medical and pet
- Improved transit/transit options/passes.

Existing Housing Assistance

A few TTWHA employers have some housing available for employees:

TFHD Owned and Leased Housing:

- TFHD has 18 beds that are used to assist with short term housing needs, but have not been made widely available or advertised to the departments as a whole. Units are typically only fully occupied during winter snow periods when employees are unable to commute. Other than emergency needs, units are used for on-call temporary housing and for new staff that need a few months to search for a more permanent home. Units are typically occupied for 3-months or less with some exceptions.

TTAD Duplex

- TTAD has had one duplex for which it has the first right of refusal to rent to employees for three years. Late notification from management on when units come available and past pet limiting policies have precluded use by TTAD employees to date. The intent is to offer a better rental option for employees in unsatisfactory homes.

Local Hotels and Emergency Options

- TDPUD pays for hotel rooms each year for employees during or in anticipation of winter storms to ensure needed employees are present in the community. TDPUD has also used Town of Truckee dorms (8 rooms with a shared kitchen and bath) in the past.
- TFHD uses their housing units for inclement weather and hospital beds for any overflow.

Observed Needs and Recommendations

Based on the data presented in this report, the following primary challenges related to employee housing issues are apparent:

- Helping newer employees (under 2 years) locate stable and suitable housing, mostly rentals;
- Helping longer term employees (5 to 10 years) to move up in housing or renovate existing homes;
- Helping renters transition into homeownership within 2 to 5 years of employment; and
- Expanding housing for on-call staff, temporary positions, and emergency needs (e.g., weather).

Stable housing conditions will improve the willingness and ability for employees to come to and remain in the Tahoe Truckee area. This will in turn decrease employee turnover and related training and recruitment costs, help with employee morale, and ultimately improve the level of service to the community. Initial steps to consider include:

- Rental inventory: Make existing TFHD units known and available to more departments for short-term rental placement of new employees as a starting point. Consider adding more units to the TTWHA inventory. This can provide new employees time to get familiar with the Tahoe Truckee area and sort out more permanent housing. It may take some time to figure out the best management and occupancy structure, but lessons learned can help inform potential expansion of the program.
- Housing search and placement assistance: Given the current lack of housing in general in the area, there is no guarantee that employees will be able to find suitable housing options they can afford. Continue to explore opportunities to expand options for employees: tap into projects (ownership or rental) under development, continue the relationship with Landing Locals, establish an internal rental website that can advertise “employees that have rooms/housing for employees,” and explore a rent/deposit assistance program, down payment assistance programs and student loan assistance options to help reduce the cost of housing entry to households.
- Move-up housing needs: Explore programs to help longer term employees that have outgrown their homes or need to conduct repairs. Housing stipend, down payment assistance and home renovation/repair assistance.
- Near term: Do not lose sight of COVID-19 impacts:
 - Child care. Tutoring assistance, onsite programs, program costs. TFHD is exploring how their existing child care program can address these options to help both parents come back to work.
 - Emergency/rent/utility assistance. About 20% of renters anticipate having problems meeting their housing costs within three months if household members are not able to resume pre-COVID employment status.

Menu of Options

Ideally the TTWHA will use the information from this study to target employee housing needs, take inventory of resources and opportunities, set goals, and prioritize programs for action. The complexity of implementation and impact on TTWHA will vary with each program. Ultimately, decisions will need to reflect the employee and service priorities of TTWHA and be tailored to help TTWHA achieve their goals. Know that many employers have implemented these programs and resources (and contacts) are available as TTWHA begins targeting its program.

PROGRAM	Options
Housing Search Assistance	<ul style="list-style-type: none"> – Help applying for income-restricted rentals (for those that qualify) – "Employees leasing to employees" rental inventory – Landing Locals partnership – Realtor contacts to help employees learn neighborhoods and research homes – Property manager list and contacts - TTWHA has desirable tenants
Housing Unit Inventory	<ul style="list-style-type: none"> – Purchase units (allows you to control rents, lease terms (pets), etc.) – Lease/master-lease agreements (easier to dispose of if no longer needed) – Invest in new construction (rentals or ownership) – Hotel or dorm options for short-term/emergency needs – Temporary housing options - tiny home villages, RV lots
Renter Assistance Programs	<ul style="list-style-type: none"> – First/last/deposit assistance – Housing (rent) stipend – Utility assistance/emergency needs (medical bills, etc.) – Moving expenses/relocation assistance
Ownership Programs	<ul style="list-style-type: none"> – Down payment assistance – Homebuyer education/financial counseling – Home renovation/rehabilitation support – Housing stipend – Low-interest refinancing opportunities – Utility assistance/emergency needs (medical bills, etc.) – Moving expenses/relocation assistance
Commuting Costs	<ul style="list-style-type: none"> – Mileage reimbursement/travel stipend – Compensation for drive time
Other Assistance	<ul style="list-style-type: none"> – Student loan forgiveness – Child care assistance – Food or grocery discounts – Utility/emergency need assistance – Improved transit/transit options/passes – Insurance - medical, house/fire, pet

Employment, Recruitment and Retention

TTWHA Member Employment

As of this summer, there were 1,666 employees of TTWHA member agencies. Most employers have been experiencing modest employment growth over the past five years. Tahoe Forest Health System (TFHD) is one exception, which has grown its employment by 55% since 2015.

Most TTWHA employers expect to continue their modest growth over the next five years. TFHD hopes it can resume its growth by January 2021. Future recruitment will, therefore, be needed for new positions, positions vacated due to general turnover and retirement.

Some concern was raised by employers regarding the continuing ability to recruit employees from the Reno area over the coming years.

- Reno is becoming a less affordable housing option for Tahoe Truckee area employees, especially when a commute is added. Rents and home sale prices have increased an average of 7% to 10% per year over the past five years.
- Reno is scheduled to open a new full-service hospital in 2022, having between 900 and 1,200 employees. Increased job options in Reno may mean more competition to attract employees to and keep employees in the Tahoe Truckee area.

Improving the housing opportunities for employees in the Tahoe Truckee area can help local employers compete for workers and mitigate some of these concerns.

Unfilled Jobs

In May 2020, TTWHA employers combined reported that less than 5% of jobs were unfilled (60 to 80 total). All employers have typically maintained a strong job-fill rate. A common theme among all employers is that they offer good pay and benefits for the area, which helps to attract applicants, fill positions, and retain employees. Many also provide employee training, opportunities to move up in the organization and a conscious effort to invest in their employees to improve employee satisfaction and morale.

Some departments go through periods of being understaffed, which occurred recently with some of the reorganization made in response to COVID. This increases reliance on existing staff to fill extra shifts and cover multiple jobs, with the following effects noted by TFHD departments:

- Employee burnout and low morale when asked to work consistent overtime. Tired employees are also more prone to error and injury.
- Decline in customer service and satisfaction. Those that track service scores noted a down-tick during this period.

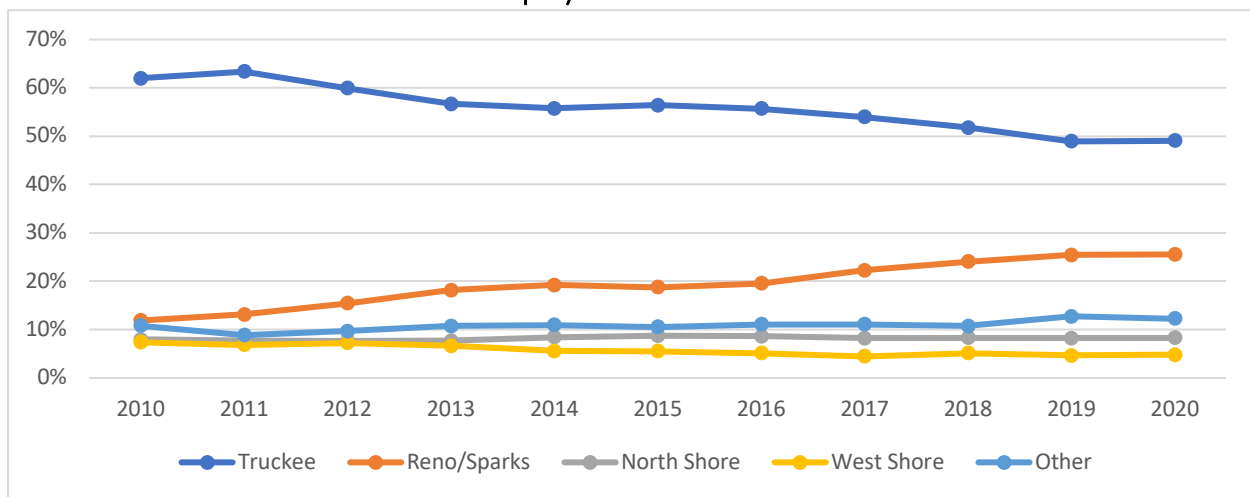
Commuting

About 21% of TTWHA member employees (350 total) commute to work from the Reno/Sparks area. Another 6% commute from homes from other areas outside of the Lake Basin.

Data from the Tahoe Forest Health System shows that employees are becoming more reliant on housing options outside of the Truckee area. Employees commuting to work from Reno/Sparks has steadily increased by about one-percentage point per year since 2010, with a corresponding decrease in employees residing in the Truckee area.

Employees are becoming more reliant on housing options outside of the Truckee area.

Where Employees Live: 2010 to 2020



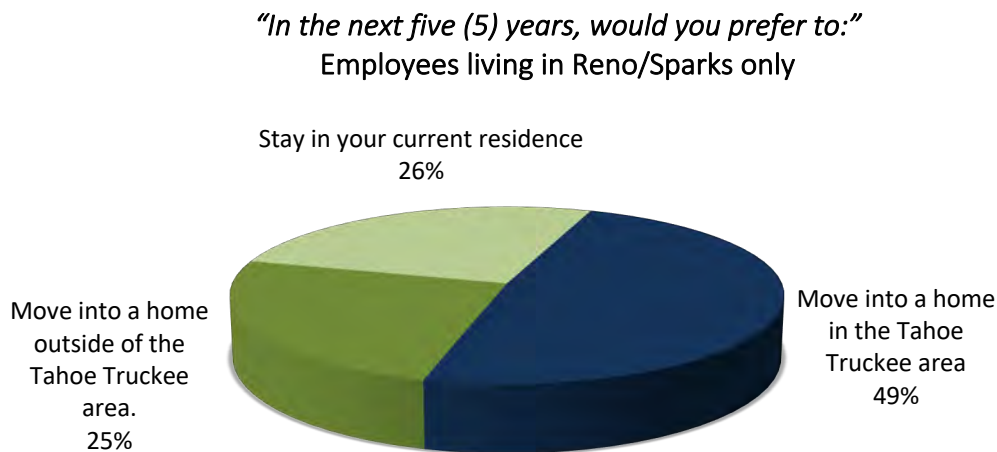
Source: Tahoe Forest Health System human resources dept.

In-commuting employees present some unique challenges, particularly in the winter months. Such employees are more prone to:

- Tardiness problems or missing work due to traffic or weather delay or, alternatively, leaving work early to “beat the weather” home. This requires rescheduling of appointments and means increased workload on other staff and frustration for affected customers.
- Leaving their jobs by growing weary of the commute and/or finding a job closer to home. All employers have had employees leave jobs in the past year because they grew weary of the commute or refuse jobs because they could only afford to live outside the area.
- Increased cost associated with putting employees up in hotels or other accommodations during storms. The TDPUD and TFHD reported having the most need for this type of temporary housing. Current options include paying for local hotel accommodations or using Town of Truckee dorm rooms, TFHD-owned homes, and hospital rooms/beds for TFHD staff.

Forty-nine percent of employees that are currently living in the Reno/Sparks area would prefer to move to the Tahoe Truckee area within five years if suitable housing they can afford is available.

- These approximately 170 employees are more prone to find alternative employment nearer home if they are unable to relocate closer to their job. Specifically, 34% stated they are considering leaving their employment in part due to the high cost of housing.



Source: 2020 Employee Survey

Employee Recruitment and Turnover

Employers generally noted a relatively low turnover rate.

- Some departments experience more turnover than others – mostly customer service, administration, accounting and reception. Medical assistants, staff nursing and dietary at TFHD are also prone to turnover, though most positions are quickly filled.
- Many employers in other resort-impacted communities² struggle with retaining food service (dietary) and housekeeping staff, but this was not a perceived problem for TTWHA employers. Food service and housekeeping are the jobs that compete most directly with the service industry in the Truckee Tahoe area. While some TTWHA employers do not pay as much as the ski resorts for these positions, the benefits offered and work environment help attract and keep these employees.

Most TTWHA member employers typically get plenty of applicants for all positions given the desirability of the pay and benefits offered compared to most other local employers. The cost and availability of housing in the Tahoe Truckee area, however, often affects the ability to “get to yes” for chosen applicants.

² Based on recent interviews with Wood River Medical Center in Ketchum, ID; St. John’s Medical Center in Jackson, WY; Vail Health, serving Eagle County and Summit County, CO; Park City Hospital in Park City, UT.

Recruiting challenges

Housing has grown as a concern among applicants over the past 5 years. Applicants increasingly ask questions about housing options and some employers have had an increase in offers falling through. Many have also seen an increase in the number of applicants from Reno over the past several years.

When applicants get multiple offers, they tend to take the job that is closer to home, which means Reno if that is where they are living.

All employers have had anywhere from one to twelve employees over the past year decline positions or leave their employment in part due to housing. This ranges from entry positions to engineers to managers and directors. New hires that instead take what housing they can find, and cannot later improve their situation, end up leaving.

Employers generally reported that higher paid skilled positions can be the hardest to recruit for, especially if they need to be brought in from outside the area. In recruiting skilled employees from outside the area, the high cost of housing is a barrier; many ask for more money after doing some research.

“Housing is an issue for licensed staff and managers and dishwashers... the full range.”

“I only worry about filling top skilled positions that tend to come in from outside of the area – housing and cost of living is a major flag.”

Employer Interviews

Recruiting strategy

The high cost and low availability of housing in the Tahoe Truckee area has had some effect on applicant selection. When recruiting, a pattern of preference emerged:

- Local applicants that are established in the area;
- Applicants with ties to family or friends in the area;
- Applicants that have previously been employed or lived in the area; and, lastly,
- Other applicants from outside the area.

“Part of my fielding applicants is asking questions toward how successful they may be able to find/get housing; second is do you like snow.”

Employer Interviews

Local applicants or those with local ties typically have local housing options. And those familiar with the area are not taken by surprise by the winters.

Primary concerns other than the cost of housing that potential employees raise include the overall cost of living, job opportunities for spouses, day care, traffic/visitors and snow/altitude.

Turnover and Housing

If housing is not a barrier upon recruitment, many employers have noted that it can lead to turnover within two to five years:

- New teachers are willing to live with roommates initially. When they meet a partner and want to build a family, finding a place of their own may be out of reach and some leave.
- About 54% of new employees (less than two years) do not live in the Tahoe Truckee area. Some that are unable to relocate to the area grow weary of the commute and find a job closer to home. Employees that live in Reno and carry irregular shifts (night shifts, early mornings) often do not last long.

Cost of Recruiting and Turnover

The loss of employees and candidates due to cost of living and housing concerns has other impacts. When housing leads to turnover or declined positions:

- New employees need to be trained. Formal training for employees was stated to take anywhere from one week to eight weeks, but then most positions take from 6 months up to two years to get fully up to speed. Some departments are “always training,” which take additional resources away from providing other services.
- Declined offers are costly. It takes time to schedule and conduct interviews, consult with the review team, and present offers. This is lost time and money when offers are declined.
- If departments are understaffed, existing employees need to compensate. This increases overtime (including overtime pay). If extended over a long period, it can also lead to burnout, decreased morale, reduced levels of service, and potentially more turnover.

Retiring employees

About 11% of employees (190 total) expect to retire within five years. Pending retirees tend to be more senior positions and skilled staff. Seventy-three percent (73%) have been employed with their TTWHA member employer for over 10 years.

Replacing employees when they retire can pose challenges.

- Retiring employees mostly own their homes (89%) and have stable housing. Many purchased 10 or 20 years ago or during the recession. Most new employees will not be able to purchase in the area.
- Many departments have a history of filling retiree positions from within their organizations. For those that are not able to, skilled positions take longer to replace. All employers have had director and manager-level candidates refuse positions after researching housing options and cost.

Employee Household Characteristics

Understanding the household characteristics of TTWHA member employees is necessary to understand varying housing needs. Whether households have children, desire to live without roommates, have pets, and currently own or rent will affect the type, size and location of housing needed for the long-term stability and satisfaction of employees.

This section compares, where available, the household characteristics of TTWHA member employees to that of households in the North Lake area overall.

Length of Time Employed

The differences in length of employment between owners and renters is telling.

- The vast majority of employees that have worked for the organization more than 10 years own their homes (86%). Employees that are able to get established in stable housing are more likely to stay.
- Employees that have worked for their employer less than 2 years are much more likely to rent. These employees are also more dissatisfied with their housing and are more likely to be cost-burdened (pay more than 30% of their income for rent and utilities) than longer-term employees. In addition, 52% of these employees found it very difficult to find housing the last time they moved (46%) or are still searching (6%).

All of these factors suggest that having rentals available for newer employees to locate in the area and sort out more permanent housing would be beneficial.

How long have you worked for your TTWHA employer?

	Own	Rent	Total
Less than one year	8%	18%	12%
1 to 2 years	9%	19%	13%
2 to 5 years	24%	33%	27%
5 to 10 years	18%	18%	18%
More than 10 years	41%	12%	30%

Source: 2020 Employee Survey

Rent / Own

TTWHA member employees are less likely to own homes than households in the North Lake area overall.

	TTWHA employees	North Lake area households
Own	61%	72%
Rent	39%	28%
TOTAL	100%	100%

Source: 2020 Employee Survey; 2018 5-year ACS

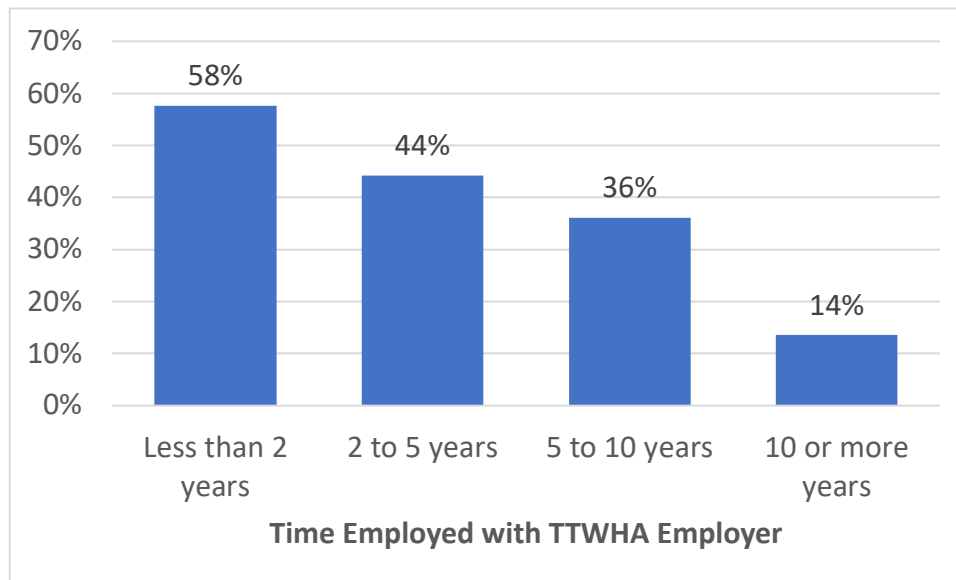
On average, new employees that rent seek to move into ownership within five years of their employment. This is illustrated below:

- About 58% percent of new employees (less than 2 years) do not own their home.
- This falls to 44% between two to five years and 36% between 5 to 10 years as employees either buy homes or leave.

“Many of our employees do not anticipate ever being homeowners.”

Employer Interviews

Percent of Employees that Rent by Length of Employment



Source: 2020 Employee Survey

Where Employees Live

Over one-half of employees (54%) live in the Truckee area.

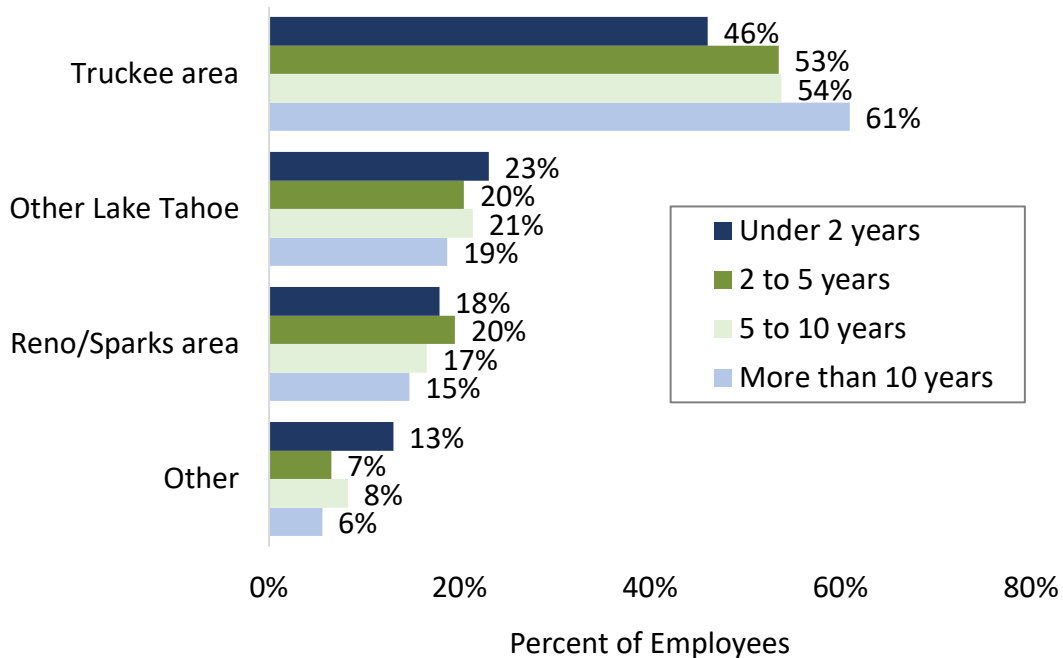
Where Employees Live

	Own	Rent	Total
Truckee area	55%	52%	54%
Other Lake Tahoe area	20%	18%	19%
Reno/Sparks	19%	26%	21%
Other CA	5%	3%	4%
Other NV	2%	1%	2%
	100%	100%	100%

Source: 2020 Employee Survey

The percentage of employees residing in the Truckee area increases with their length of employment. Less than one-half of newer employees (under 2 years) reside in the Truckee area, rising to 61% of employees that have been employed for 10 years or more. This indicates the difficulty of locating in the area initially and supports that employees that are able to get established in the Truckee area are more likely to retain their employment than employees that commute from elsewhere.

Where Employees Live by Length of Employment



Household Type and Size

The largest percentage of employee households is couples with children (44%). In comparison, only 19% of North Lake area households are couples with children, indicating that families with children find it difficult to live in the area.

As is typical, renters are more likely to be living alone or with roommates than owners. About 10% live with other family members, with adult children living with parents being relatively common.

Single parents also comprise a higher percentage of renters than owners. Single parent households are typically most prone to housing cost-burden due to the need to support a family with, often, one income.

“We have considered leaving this town, because we don't believe we can afford a home that would fit our growing family.”

My adult children wanted to live here.... None of them could afford to buy a home here ... So they all moved away and took their families to other communities.”

Employee survey

Household Composition

	Own	Rent	Total	North Lake area Households
Couple, no children	28%	23%	26%	38%
Couple with children	53%	29%	44%	19%
Single parent	5%	13%	8%	11%
Living alone	7%	14%	10%	23%
Non-family roommates	1%	10%	5%	9%
Extended family households*	6%	10%	7%	-
Average Household size	3.1	2.9	3.0	2.4

*Extended family households include, e.g., adult children living with parents; caregiving for elderly parents; etc.

Source: 2020 Employee Survey; 2018 5-year ACS

Age of Household Members

A similar percentage of employees that rent or own have children in their home. About one-third of households have school-aged children. School performance and proximity will be important to these employees

Owners are much more likely to have someone between the age of 30 and 64 in their home; households with younger adults (18 to 29) are more likely to be renting.

Age of Household Members

	Own	Rent	Total
Age 5 or younger	19%	20%	19%
6 to 17	34%	30%	32%
18 to 29	23%	31%	26%
30 to 64	88%	73%	82%
65 and over	9%	6%	8%
Total*	172%	160%	167%

*Total exceeds 100% because households have multiple people at different ages.

Source: 2020 Employee Survey

Child Care

Child care assistance programs would benefit households that rent or own. About 21% each of owners and renters report paying for child care. Households spend an average of \$830/month on child care.

Do you pay for child care?

	Own	Rent	Total
Yes	21%	21%	21%
No	79%	79%	79%
Average payment per month	\$906	\$705	\$833

Source: 2020 Employee Survey

"Our childcare is almost as much as our mortgage."

"Child care support would make a tremendously positive impact on my family."

"...We are so so so grateful to have discounted childcare.. any support in this area is unbelievable helpful and allows me to still work and afford to not stay at home!"

Employee survey

Households with Pets

Pets are popular with TTWHA member employees: 76% have pets. Of households with pets, eighty-six percent have dogs.

“Pets are a huge roadblock to finding rental housing and many of us have pets.”

Employee survey

Do you have pets?

	Own	Rent	Total
No	17%	35%	24%
Yes	83%	65%	76%

Source: 2020 Employee Survey

Household Income

The median income of TTWHA member employee households is 15% higher than Tahoe Truckee area households overall. TTWHA member employee households are much more likely to earn between \$100,000 and \$200,000 and much less likely to earn under \$50,000 or over \$200,000 than Tahoe Truckee area households.

About 73% of employee households that rent have incomes below \$100,000 and 78% of owner households have incomes above \$100,000. The shift around \$100,000 indicates that this is the point where renters start to get into ownership.

Household Income by Own/Rent

	Own	Rent	Total	North Lake area households
Under \$25,000	0%	3%	1%	12%
\$25,000 - \$49,999	2%	14%	7%	15%
\$50,000 - \$74,999	7%	23%	14%	13%
\$75,000 - \$99,999	13%	23%	17%	16%
\$100,000 - \$149,999	32%	24%	28%	11%
\$150,000 to \$199,999	24%	8%	18%	11%
\$200,000 or more	22%	5%	15%	23%
TOTAL	100%	100%	100%	100%
Median household income	\$140,000	\$82,000	\$110,000	\$95,334*
Average household income	\$149,180	\$90,737	\$126,700	-

Source: 2020 Employee Survey; 2018 5-year ACS

*ACS median income estimated for 2020 based on average yearly income growth (3.1% per year) since 2012

Employee Housing Problems

TTWHA member employees face high housing costs and limited availability in the Truckee area. Understanding the problems they experience when searching for suitable housing will help inform decisions about types of assistance that would be most beneficial for employees.

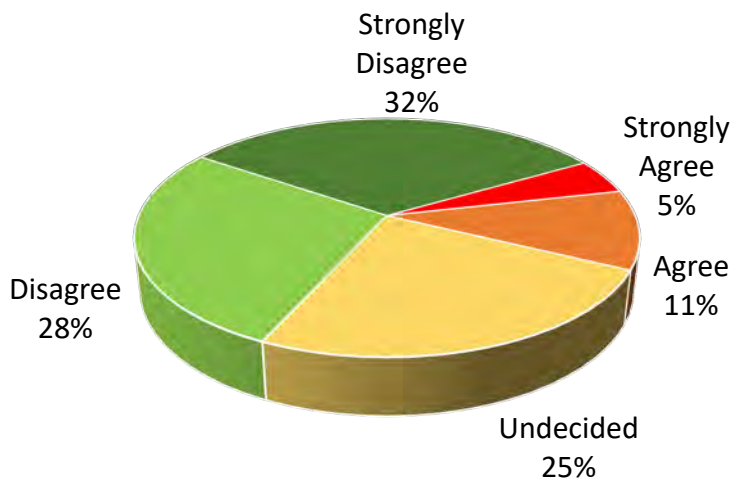
Considering Leaving

About 16% of TTWHA member employees (260 total) are considering or strongly considering leaving employment in part due to high housing costs. Employees are about equally as likely to consider leaving whether they have been employed for under 2 years or up to 10 years – the cost of housing affects those trying to get established in housing or move-up in housing.

Employees meeting the following criteria are at higher risk of leaving:

- Households living in Reno/Sparks area or other parts of Nevada (22% considering leaving).
- Households earning under \$100,000 (22% considering leaving);
- Households that rent (26% considering leaving);
- Households that had significant difficulty finding suitable housing or have yet to find it (26% considering leaving); and
- Households that are dissatisfied with their housing (29% considering leaving).

“I am considering leaving my employment in part because of the high cost of housing in the area”

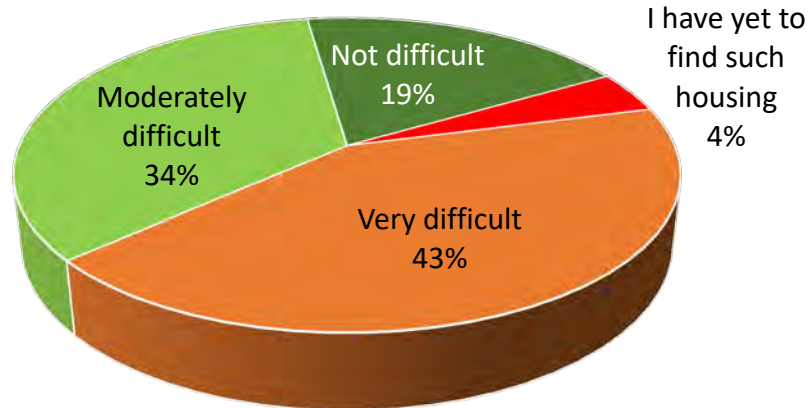


Source: 2020 Employee Survey

Difficulty Finding Housing

Forty-three percent of employees stated it was “very difficult” to find housing the last time they moved – and 4% are still searching. The level of difficulty has increased over the past five years.

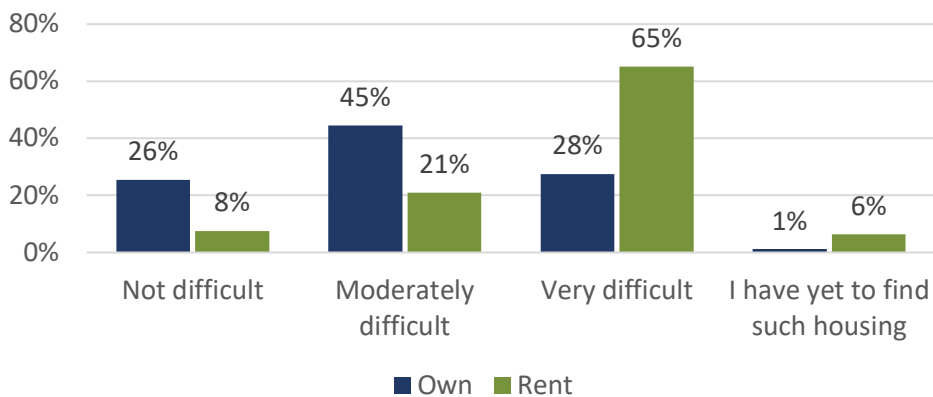
When you last moved, how difficult was it to find housing that met your needs and that you could afford?



Source: 2020 Employee Survey

- Sixty-five percent of renters found the housing search “very difficult” and 6% are still searching. Renter households earning \$100,000 and less are the most impacted.
- A comparatively low 28% of owners found the search “very difficult,” mostly impacting owner households earning up to \$200,000. For owners employed less than 5 years, 40% found it “very difficult.”

Difficulty Finding Housing by Own/Rent



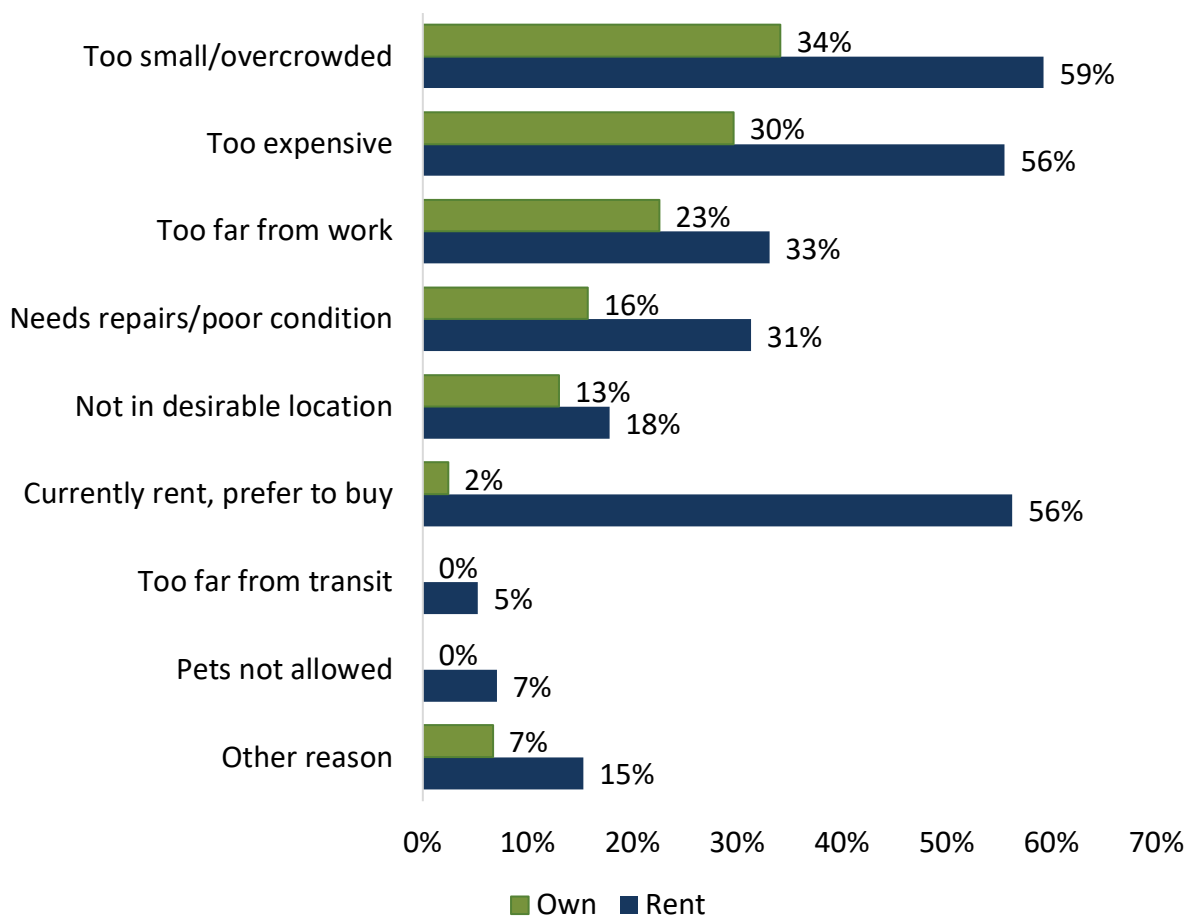
Source: 2020 Employee Survey

Satisfaction With Housing

Renters (36%) are much more likely than owners (10%) to be somewhat or very dissatisfied with their housing. First year employees are the most dissatisfied; satisfaction generally increases with time of employment.

- Owners that are dissatisfied most frequently noted that units are too small and too expensive. Another 23% feel that their home is too far from work.
- Renters are predominately dissatisfied because units are too small, too expensive and they would prefer to purchase a home. Units being too far from work and/or in poor condition are other concerns.
- “Other” reasons noted included having to live with parents or extended family, lack of local housing options (type and availability), inability to afford repairs or upgrades, and neighborhood problems (short term rentals, noise, maintenance).

Reason for Dissatisfaction with Housing: Owners and Renters



Source: 2020 Employee Survey

Housing Cost Burden

Cost-burden indicates the extent to which housing costs exceed what households can afford. Households are considered to be cost burdened if their housing payment³ exceeds 30% of their gross income and extremely cost burdened if it exceeds 50%. Cost burdened households often have insufficient income left over for other life necessities including food, clothing, transportation and health care.

TTWHA member employees are less likely to be cost-burdened than households in the North Lake area overall. This is not surprising given the comparatively higher incomes earned by TTWHA member employees. Despite this, the cost of housing, paired with lack of availability, are among the largest barriers raised by employees and staff in this study to employees being able to reside in the Tahoe Truckee area.

Cost-Burdened Households

	% paying 30% or more of income for housing	
	Own	Rent
Employee households	18%	30%
Total North Lake area	30%	43%

Source: 2020 Employee Survey; 2018 5-year ACS

Cost-burden affects new employees that have taken jobs within the past two years (30% cost-burdened) more so than longer-term employees (23% cost-burdened). This makes sense when market conditions are considered⁴:

- The sharp rise in rents and sale prices of homes in recent years. Since 2015, rents have increased an average of 13% per year and home sale prices by 7% per year.
- Wages have not kept up with this increase. Newer employees searching for housing are facing much higher housing costs than employees hired just a few years ago.

Housing is the largest expense for many households. In a community in which everything is expensive – utilities, groceries, gas, services, taxes – it takes just a slight rise in housing costs to disrupt household finances.

“I will be needing to sell my home of 25 years due to the rising taxes and insurance in Truckee.”

“Cost of groceries and gasoline contribute greatly to the high cost of living in this area.”

Employee survey

³ The US Census defines “housing payment” to include rent and mortgage plus utilities.

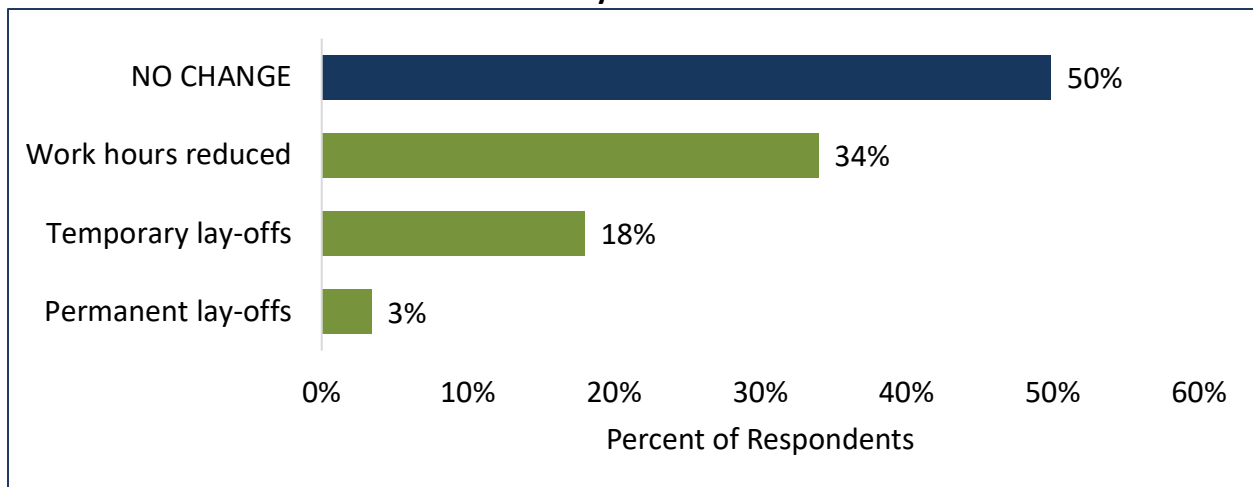
⁴ See also “Housing Costs and Availability” section of this report.

COVID-19 Impacts

The extent to which employee households were affected by COVID-19 impacts can be helpful to understand if near term assistance may be needed if current reduced business operations and employment conditions prevail.

Employees were asked how the COVID-19 outbreak affected employment in their household. About 52% of owners and 47% of renters reported no impacts. About one-third of respondents had work hours reduced for at least one employee in their household; only 3% had someone permanently laid off.

“How has the COVID-19 outbreak affected employment of members of your household?”



Source: 2020 Employee Survey

Of respondents experiencing impacts, renters are the most adversely effected, with 47% of those impacted expecting to need assistance with living expenses within three months if employment status does not resume.

How long can you sustain your housing and other living expenses under reduced employment status?

	Own	Rent
Less than 3 months	21%	47%
3 months to 6 months	25%	26%
6 months or more	54%	27%

Source: 2020 Employee Survey

Housing Preferences

When evaluating various options to help with housing, it is important to understand if there would be demand for housing provided by TTWHA: either for rentals provided by the employer or for employees to purchase homes that carry price-limiting deed restrictions to ensure continued affordability for employees.

Characteristics including where units should be located, number of bedrooms needed and unit prices are also presented to clarify the potential market for such homes.

Willingness to Rent or Purchase

Existing employee households that rent comprise the primary market for employees interested in either renting a unit from their employer or purchasing a deed restricted home.

“Would you be interested in renting a home from your employer?”

	Own	Rent	Total
Yes – would rent	9%	51%	25%
Maybe/need more information	22%	37%	28%
No	69%	12%	47%
Total employees	1,022	644	1,666

“Would you have interest in purchasing a deed restricted home in the Tahoe Truckee area?”⁵

	Own	Rent	Total
Yes - would buy	18%	52%	31%
Maybe/need more information	26%	37%	31%
No	56%	11%	38%
Total employees	1,022	644	1,666

Source: 2020 Employee Survey

- Employees interested in renting was fairly consistent regardless of income, reflecting the scarcity of suitable rentals in the area.
- Many owners are established in their housing. Owners looking to purchase are primarily those who are not satisfied with their current home, location or cost.

⁵ “Deed Restricted” was defined in the survey as: A home priced below market value so that it is affordable to purchase (affordable means that you pay no more than 30% of your income for mortgage). The resale price, however, is also limited so that it will be affordable for households that earn within a specified income range (e.g., typically no more than 3% increase in value permitted per year).

- Deed restricted homes allow households that could not otherwise own homes in the Tahoe Truckee market to do so. This means that as households approach the ability to purchase market rate homes, the willingness to purchase a home with a deed restriction declines. This is reflected in the data. Two-thirds of employees earning under \$150,000 per year would consider purchasing a deed restricted home. Interest declines for households earning higher incomes.

“Your suggestion of a deed restricted home would be incredibly wonderful for younger families so that our community can continue to live here and thrive.”

Employee survey

Demographics of Interested Renters and Buyers

Understanding who desires housing is important to ensure that product design and function serve household needs. Of interest is that there is little demographic difference between employees that may be interested in renting or purchasing a home, indicating that all household types face similar issues with finding suitable housing they can afford in the area.

- Couples with children comprise the largest segment interested in housing, followed by couples without children.
- Single-parent households and employees living with immediate or extended family are also interested in rentals or ownership. These households are prone to more unstable or unsatisfactory housing conditions than other household types.

Households Interested in Units

HOUSEHOLD COMPOSITION	Would consider renting**	Would consider buying**	ALL employees
Couple, no children	24%	24%	26%
Couple with children	29%	41%	44%
Single parent	13%	10%	8%
Living alone	15%	10%	10%
Non-family roommates	9%	5%	5%
Extended family households*	10%	10%	7%

*Extended family households include, e.g., adult children living with parents; caregiving for elderly parents; etc.

**Includes employees that replied “yes” or “maybe” when asked if they would be interested in renting from their employer or purchasing a deed restricted home.

- Households that have been employed for less than 5 years express the most interest in ownership or rentals. These employees are less likely to be established in stable housing than longer-term employees.

Households Interested in Units (continued)

LENGTH OF EMPLOYMENT	Would consider renting**	Would consider buying**	ALL employees
< 2 years	39%	33%	25%
2 to 5 years	31%	30%	27%
5 to 10 years	18%	17%	18%
10 or more years	12%	19%	30%
AVERAGE HOUSEHOLD INCOME	\$ 87,240	\$106,384	\$126,700

**Includes employees that replied “yes” or “maybe” when asked if they would be interested in renting from their employer or purchasing a deed restricted home.

Source: 2020 Employee Survey

Preferred Location

Employees that would rent from their employer or consider purchasing a deed restricted home in the Tahoe Truckee area would each consider multiple locations.

- The most preferred location for both potential renters and owners is the Truckee area, followed by Tahoe City and Kings Beach. Preferred locations are very similar for those that would consider renting or buying.

Where Employees Want to Live

	Would consider renting	Would consider buying
Truckee area	87%	88%
Tahoe City area	40%	42%
Kings Beach area	30%	35%
Incline Village area	22%	25%
Other Nevada County	9%	11%
Other Placer County	6%	8%
	193%	208%

Source: 2020 Employee Survey

- Compared to where households currently live, employees living in the Truckee area or Reno/Sparks and other Nevada areas mostly prefer the Truckee area.
- Just over one-half of employees living in other areas of the Lake would consider the Truckee area; with many others wanting to stay in or near their current communities, such as Tahoe City and Kings Beach.

Where Employees Want to Live that Would Consider Renting or Buying

Desired living location	Where employees currently live:		
	Reno/Sparks/ Other NV	Truckee area	Other Lake Tahoe
Truckee area	93%	96%	54%
Tahoe City area	36%	34%	69%
Kings Beach area	32%	27%	53%
Incline Village area	37%	14%	35%
Other Nevada County	18%	9%	1%
Other Placer County	11%	5%	7%

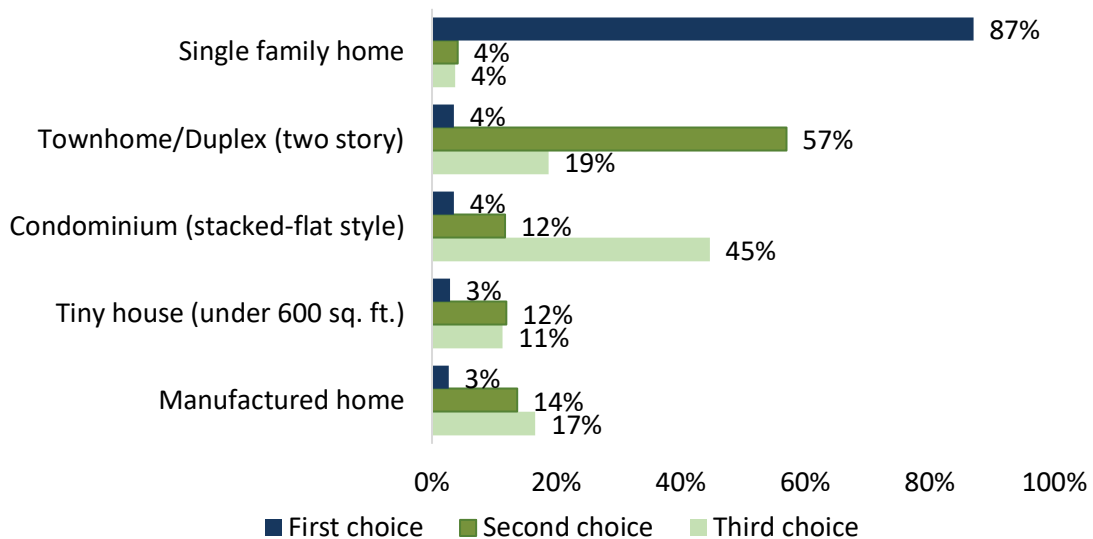
Source: 2020 Employee Survey

Preferred Home Type

As is typical in most communities, the first housing choice of employees that would consider purchasing a deed restricted home is a single-family home. Potential buyers are also open to attached product: a two-story townhouse-style home was the highest ranked second choice and a stacked condo was the highest ranked third choice.

Given the high price of single family homes in the area, employees searching for homes under \$500,000 will most likely need to consider attached product (see the “Housing Costs and Availability” section). Only 10% of respondents did not provide a second choice, meaning that most would consider product other than a single family home if appropriately designed and priced.

Type of Home Employees Would Consider Buying: Top three choices



Source: 2020 Employee Survey

Price Willing and Able to Pay

Housing affordability is used to measure whether housing is stable and secure or whether it is causing stress and discomfort. Housing affordability is a function of both the cost of housing and household income. The rule of thumb is that a household is cost burdened, or the housing is not affordable, if housing costs (rent or mortgage plus utilities) exceed 30% of the household's income.

This section reports, first, what employees interested in renting a home from their employer or purchasing a deed restricted home are "willing" to pay by bedroom size. It then compares the distribution of households by income based on what they can afford to pay using the 30% standard.

Prices by Bedroom Size

As shown below, the largest percentage of employee households need two- and three-bedroom units whether they are looking to rent or own a home. A higher percentage of renters than owners would also desire a 1-bedroom unit.

Potential renters and owners are willing to pay more as bedroom sizes increase. Stated price preferences, however, are well below what the market currently offers (see "Housing Costs and Availability," below).

Willing to Pay by Needed Bedroom Size

	Would Consider Renting		Would Consider Buying	
	% distribution	Average rent would pay	% distribution	Average price would pay
1-bedroom	17%	\$980	5%	\$253,333
2-bedroom	42%	\$1,286	29%	\$291,740
3-bedroom	36%	\$1,519	55%	\$350,740
4-or-more	6%	\$1,757	12%	\$367,550
Total	100%	\$1,345	100%	\$332,145
Average bedrooms	2.3	-	2.7	-

Source: 2020 Employee Survey

Willing to Pay vs. Affordable Price

Potential buyers and renters both report that they are “willing” to pay less than their household could potentially afford based on the 30% of income for housing standard.

- Potential renters underestimate their payments by about 40%;
- Potential owners underestimate their purchase price by about 30%.

Reporting a willingness to pay less than 30% of income for housing is not uncommon and reflects varying household priorities and other financial obligations (e.g. student or car loans, etc.). Many comments in the survey and interviews reflect concern over the high cost of living in the area, which includes not only housing, but also gas, groceries and services. The “willing to pay” and “could pay” difference also indicates that education on housing and finance may be beneficial.

Typically, the amount that households will pay increases if a new or better product than what is currently available in the current market is offered. As shown below:

- Most households would prefer to pay between \$1,000 and \$2,000 for rent.
- Household incomes indicate that most could pay between \$1,000 to \$3,000 for rent.
- Households that can only afford rents below \$1,000 should be able to qualify for income-restricted rentals below 80% AMI.

Would Pay and Could Pay: Potential Renters

Monthly Rent	Would pay for rent	Could afford to pay for rent*
Under \$800	10%	13%
\$800 to \$999	16%	8%
\$1,000 to \$1,499	39%	21%
\$1,500 to \$1,999	26%	21%
\$2,000 to \$3,000	8%	23%
\$3,000 or more	0%	13%
Average Rent	\$1,345	\$1,900

*Assumes no more than 30% of household income for rent plus utilities. Amounts reflect affordable rents with utilities removed. Utilities were estimated to be \$280 per month on average per survey responses.

Source: 2020 Employee Survey

- Most households interested in purchasing a deed restricted home would prefer to pay between \$200,000 to \$400,000 to purchase a home.
- Household incomes indicate that most could pay up to \$500,000 for a home.

Would Pay and Could Pay: Potential Buyers

Home Purchase Price	Would pay	Could afford to pay*
Under \$150,000	6%	4%
\$150,000 to \$199,999	9%	7%
\$200,000 to \$299,999	24%	19%
\$300,000 to \$399,999	34%	21%
\$400,000 to \$499,999	22%	20%
\$500,000 or more	6%	29%
Average	\$332,145	\$438,939

*Assumes 30-year loan with 4.5% interest rate, 5% down, and 20% of payment for HOA, interest and taxes.
Source: 2020 Employee Survey

Neighborhood Preference

If TTWHA considers housing options for employees, understanding the extent to which potential renters and owners desire to live among other employees is an important consideration. As shown below, there is little difference between those that would rent from their employer and those that would consider purchasing a deed restricted home with respect to the mix of households in a neighborhood.

- Responses are relatively well divided, with close to one-third each feeling very positive about living amongst fellow employees, preferring a mixed community of co-workers and desiring more information.
- Only about 7% of those that would consider renting or buying are opposed to living among fellow employees.

Desire to Live Among Fellow Employees

	Would consider renting	Would consider owning
Feel very positive about living amongst fellow employees	33%	30%
Some coworkers would be fine, but mixed with other members of the local community would be preferable	32%	35%
It depends on the neighborhood environment / need more info	28%	29%
I do not want to live amongst other employees	7%	7%

Source: 2020 Employee Survey

Amenities

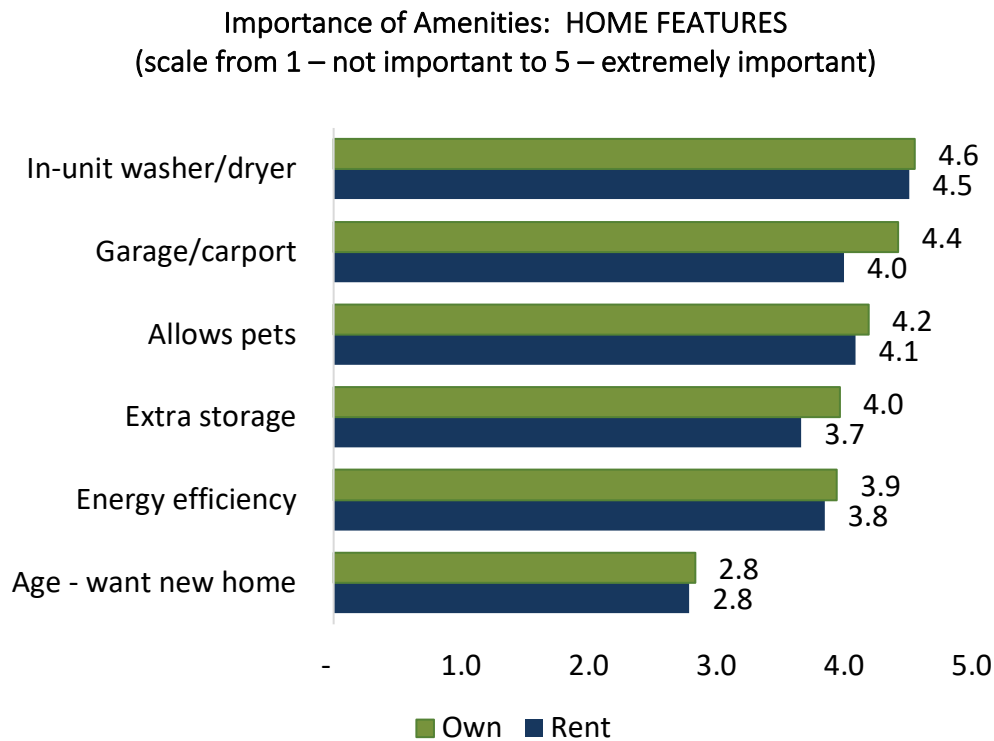
The most important home amenities to all households include in-unit washer/dryers and garages/carports, and allowing pets.

The top location amenities most desired are access to outdoor recreation and being near work.

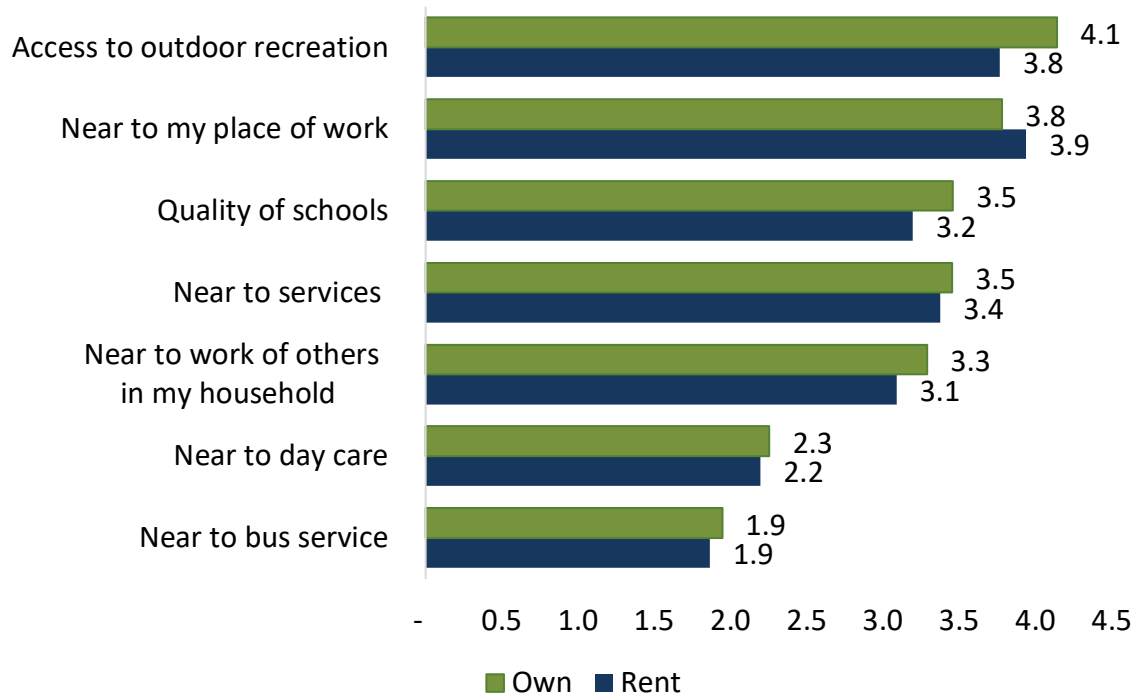
Owners place slightly higher importance on all amenities than renters, except proximity to work for which renters show a slight preference.

By household type:

- Quality of schools is most important to households with children (4.0 couples with children; 3.6 single parents);
- A garage/carport is slightly less important to roommate and single parent households than other household types (3.9 average);
- Proximity to work is most important to adults living alone and single parent households (4.1 average); and
- Proximity to day care is more important to households with children (2.4 average), but is still of relatively low importance.



Importance of Amenities: LOCATION



Source: 2020 Employee Survey

Housing Costs and Availability

The cost of housing has been rising rapidly in the Truckee area since 2012, with the gains even more exaggerated this summer due to COVID-19 impacts. The increased ability to work from home and desire to live more remotely driven by COVID-19 changes has fast-tracked a trend that was already occurring in the area.

This section provides a brief overview of recent housing market changes and compares the availability to what TTWHA member employees could afford. This information can help place more context on the extent of the housing gap and where programs or assistance, and what type, may be most effective.

Rental Prices and Supply

As of August 29, 2020, only 40 properties were advertised for rent on online platforms in the Truckee area. This is up from 10 properties reported by Landing Locals in July, but down from 71 available in December 2015.

- The average rent charged for properties advertised in August 2020 was \$3,035. This rent requires an income over \$120,000 to afford.
- Advertised rents increased an average of 13% per year since Dec. 2015. This is a yearly increase of \$100 to \$300 in monthly rent.
- Vacancy rates are very low. Forty units advertised is equivalent to about 1% vacancy. When vacancy rates drop below 5%, that is a strong signal that more rentals are needed in the market.

“Even employees in management roles struggle to keep up with recent rent increases.”

Employer Interviews

Current rents paid by employees living in the Tahoe Truckee area are substantially less than advertised rents. This is not uncommon and is related to the characteristics of the information.

- Advertised rents reflect what new renters coming to the Truckee area will find through traditional methods.
- Renters in longer term units often pay below current market rents. Some owners do not increase rents the full amount with existing tenants.
- If rentals are advertised, this means that they were not “filled by word of mouth.” Higher priced units are more likely to be advertised.

Advertised Rentals: August 2020

Properties advertised:	Dec. 2015 Average advertised rent	Aug. 2020 Average advertised rent	2020 Total advertised	Average rent paid* (2020 survey)
Studio/1-bedroom	\$1,051	\$1,573	16	\$1,228
2-bedroom	\$1,472	\$2,413	8	\$1,455
3-bedroom	\$2,237	\$4,150	7	\$1,792
4-bedroom	\$2,425	\$5,438	9	\$2,028
Total	\$1,850	\$3,035	40	\$1,775
Income needed to afford	\$73,940	\$121,400	-	\$70,990

*Lake area employees only (for like comparison)

Source: Truckee North Tahoe Regional Workforce Housing Needs Assessment, 2016 (pp. 55-6);
 Craigslist Rentals Aug. 29, 2020; 2020 Employee Survey

Renters encounter many difficulties in the current tight and expensive rental environment, including:

- Concern that rents will be increased beyond their means.
- Owners selling units or converting to short-term rental and displacing long-term renters.
- Competition for units when they come available; most recently from an influx of Bay Area renters, many bearing cash.
- Word of mouth and local connections is the best way to locate rentals and “get lucky.”

“Employees need to be able to afford a place to live. And not live day by day thinking of getting evicted because of not being able to pay rent.”
 Employee survey

New and Pending Rentals

Coburn Crossing apartments opened this year and provided 138 new rentals in Truckee. All are to be occupied by employees working locally, but prices are not capped. One-bedrooms are currently \$1,645 and 2-bedrooms are \$2,000. All units were occupied as of the end of August.

Just over 200 rentals are under construction in Truckee. The majority will be income-restricted for households earning under 80% AMI. Only 26% of TTWHA member employees that rent earn below 80% AMI (e.g., average 3-person households earning \$62,000 or less).

“... we make too much to qualify for low income, but not enough to afford a decent standard of living in the immediate area.”
 Employee survey

Rental Projects Under Construction: Truckee area

Title	# Units	Bedrooms	Pricing	Status
Truckee Railyards	77 units	studio, 1, 2, 3	30% to 80% AMI	Late 2020/early 2021
Frischman Hollow II	68 units	studio, 1, 2, 3	50% to 80% AMI	Under construction
Coldstream Commons	48 units	-	50% to 80% AMI	Under construction
Pioneer Commerce Center Apts	9 units	-	most market rate	Under construction

Source: Town of Truckee website; Mountainhousingcouncil.org

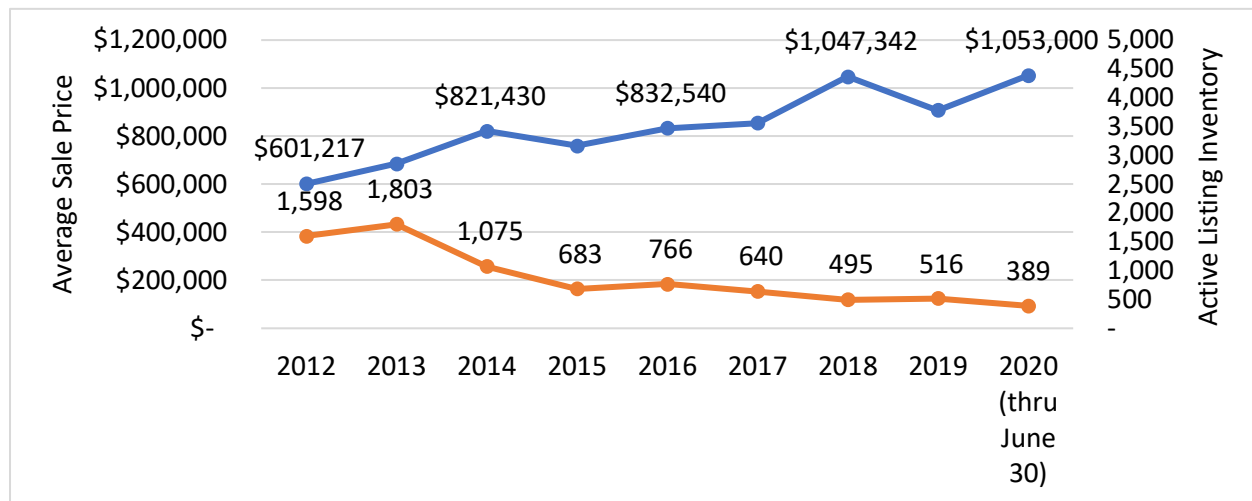
For Sale Home Prices and Supply

Home sale prices have generally been increasing in the Tahoe Truckee area since 2012 at an average rate of 7% per year. The average sale price through June 2020 was over \$1 million.

The inventory of homes available for sale has declined while prices have increased, meaning buyers must compete for fewer homes. Only 2-months of inventory were listed in June 2020. A general rule of thumb is that when the number of homes available for sale is below a 6-month supply, it is a seller’s market – meaning that there are more buyers than homes available to purchase, resulting in rising prices. The Tahoe Truckee area has been in a strong seller’s market for several years.

June 2020 was a near record-setting month for sales. It is not uncommon for homes in the current market to have more than 10 offers, many in cash, due to high demand in particular from Bay Area buyers looking to relocate to Truckee. The current COVID-related boom has sped up trends that were already occurring and is bringing more work from home households and permanent area residents. It is uncertain how long this trend will last.

Average Sale Prices and Listing Inventory: Tahoe Truckee Area, 2012 to June 30, 2020



Sales and Inventory: 2012 to June 30, 2020

	2012	2015	2019	2020 (thru June 30)
# sales	516	562	562	562
Active listings	1,598	683	516	389
Months of inventory	13.4	5.8	3.9	2.0
Average sale price	\$601,217	\$759,693	\$907,330	\$1,053,000
Income to afford avg sale price	\$144,700	\$182,800	\$218,400	\$253,400

Source: Tahoe Sierra Board of Realtors Market Report

In August 2020, there were 353 homes listed for sale in the Truckee area (excluding Incline Village). Average and median listing prices are well above what most TTWHA member employees can afford.

For Sale Listings: August MLS⁶

	All properties	Single Family	Attached
# listings	353	246	107
Median listing price	\$895,000	\$999,999	\$599,000
Average listing price	\$1,556,776	\$1,881,455	\$810,320

Source: Tahoe Sierra Board of Realtors' Multiple Listing Service

The vast majority of homes for sale in the Truckee area are priced over \$600,000. The majority of employees wanting to buy will need homes priced between \$200,000 and \$500,000. Most listings at this price are two-bedroom or smaller condominiums.⁷ Single family homes at this price tend to be older and in need of significant renovation or repair.

"People move out because they cannot afford to live here now, much less find anything else they can."

Employer interview

⁶ There were 430 homes listed for sale in August 2020. Seventy-seven of these are in Incline Village, only 14 of which are priced under \$1 million and all of which are over \$500,000. This section excludes Incline Village from the analysis.

⁷ Purchasing condominiums come with additional challenges not reflected in the sale price. Homeowner Association Fees affect the purchasing power of households. A monthly HOA of \$200/month effectively adds \$30,000 to the purchase price; complexes that are less than 50% owner-occupied have limited loan options and may require higher down payments; and often the size, location and use of the complex may not be desirable for year-round residents or families.

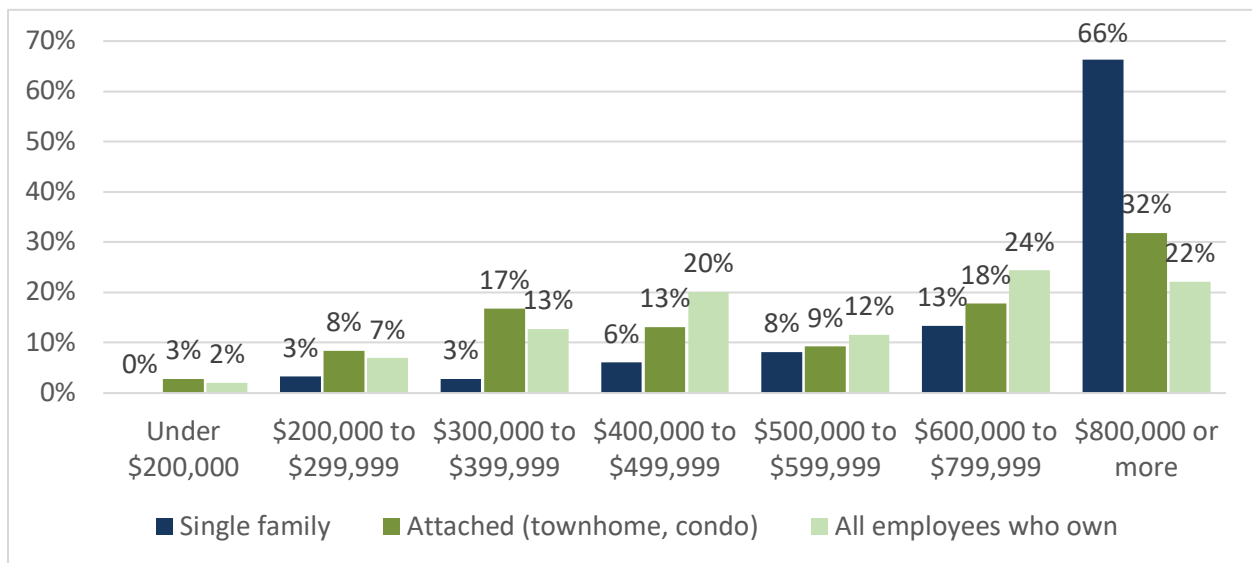
The below chart compares the income of current employees who own to existing homes listed for sale.

- Ninety-three percent (93%) of employees who own purchased single family homes.
- The majority of current owners would not be able to purchase homes in the Tahoe Truckee area today.

“[W]e bought in 2012 when housing prices were at their lowest. Now, there is no way we would be able to afford the house we live in making our income. This is a huge problem for those needing a place or buy or rent in today's market.”

Employee survey

Distribution of August 2020 Listings* by Asking Price Compared to What Employees that Currently Own Can Afford



Source: Multiple Listing Service; 2020 Employee Survey
 *data excludes listings in Incline Village

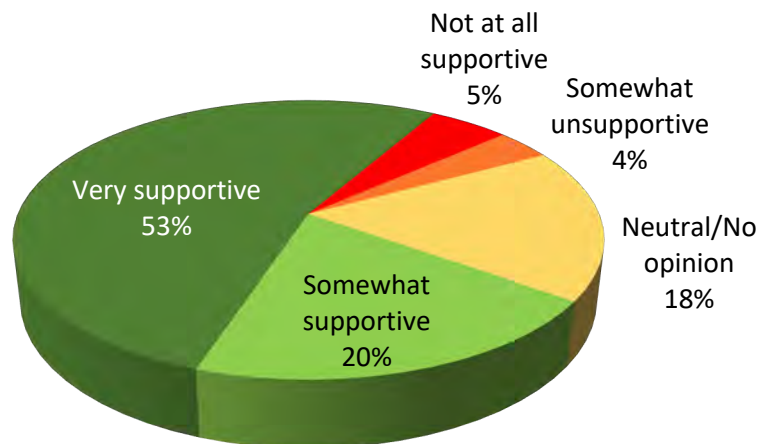
Employee Interest in Housing and Other Benefits

The survey of TTWHA member employees provided feedback on potential interest in and support for housing assistance or other benefits. This section can be used to help understand which households would find benefit in various programs and how programs could be structured to be effective, if pursued.

Support for Housing Programs

TTWHA member employees strongly support the investment of resources in housing programs and opportunities for employees. Overall, 73% are very (53%) or somewhat (20%) supportive. Only 5% do not support the use of resources for employee housing. About 18% are neutral, suggesting the need for additional information on what may be implemented.

“How supportive are you of your employer investing resources in housing programs and opportunities for employees?”



Source: 2020 Employee Survey

Levels of support varied by a few factors:

- A larger percentage of renters are “very supportive” (65%) than owners (46%);
- A higher percentage of employees that have been working for their employer for under 2 years (63%) and between 5 to 10 years (58%) are “very supportive.” These are employees both trying to get established in housing, as well as those desiring to move up in housing.
- Employees with household incomes under \$100,000 were the most supportive. These households are also the most likely to consider assistance programs, if available.

When employees were asked why they support their employer investing in housing programs, common reasons included to:

- Ensure public safety, health care and education employees remain in our community; ensure strong, reliable service.
- Relieve pressure on households with other expenses: child care, student loans, etc.
- Reduce employee stress; reduce commuting (especially in the winter).
- Increase attraction and retention of quality staff.
- Help employees get into stable housing: leads to satisfaction and better service.

“[H]appy employees bring better results and a positive attitude. They don't get sick and don't miss workdays.”

Employee survey

Reasons provided by employees who were not supportive or neutral on the issue included:

- Employers should increase wages instead.
- Uncertainty about employer service tradeoffs if investment in housing increases.
- Equality of assistance – owners, renters, commuters – all employees.
- Lower cost housing is available in other areas (i.e., commute).
- Do not desire to pay taxes/higher taxes to support programs.

Interest in Various Benefits

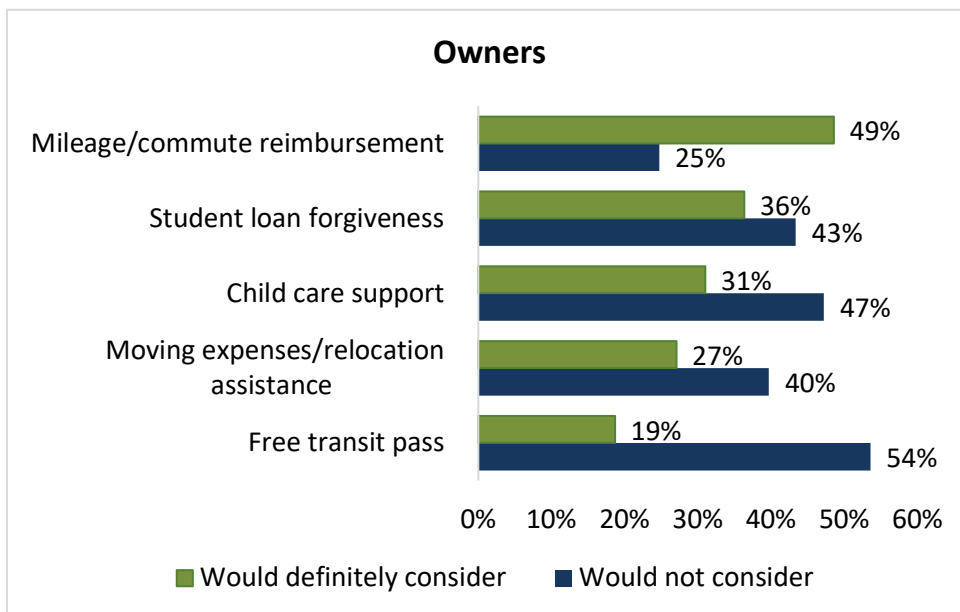
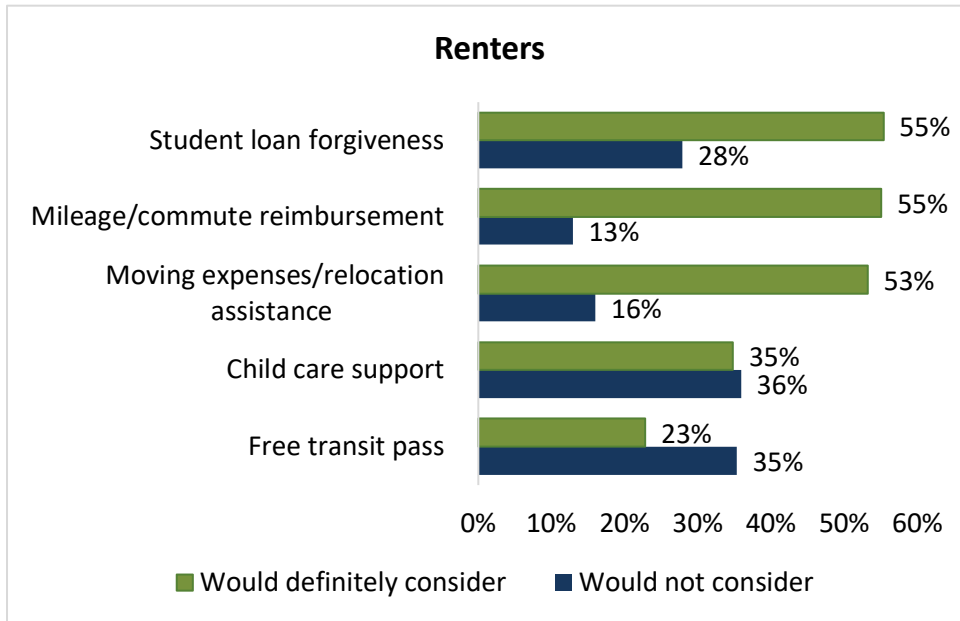
Survey respondents were asked the extent to which they might consider various benefits, if available. General observations include:

- Mileage/commute reimbursement, student loan forgiveness and moving/relocation assistance are the top programs of interest among all employees overall.
- Interest in listed benefits generally declined with tenure of employment, meaning that those that have been employed for under 5 years are most likely to consider the programs.
- Employees that currently own their homes or rent exhibited differences in preferences.
 - Renters are more likely to consider all programs than owners.
 - Over one-half of renters had “definite interest” in student loan forgiveness, commute reimbursement and relocation assistance – all factors that affect their cost of living in the area.
 - Commute reimbursement was the only program that a higher percentage of owners would consider (49%) than not (25%). Student loan forgiveness and child care support followed, with about one-third of owners having interest.

“While my husband and I make a decent salary, our student loans are absolutely crippling to our financial mobility. We pay more than our mortgage in student loans each month. Student loan forgiveness or a stipend towards student loans would be a huge incentive for employees

Employee survey

“In which of the following other types of assistance would you or your household have interest, if available?”



Source: 2020 Employee Survey

Some differences are also apparent by household type:

- Couples with children most prefer commute assistance, child care and student loan support. The same is true for single parent households, with relocation assistance also being important.
- Employees living with roommates had the strongest interest in all programs except child care support.
- While there was least interest in a transit pass, this would be of most interest to roommate and single parent households.

Average Interest in Each Benefit
Scale of 1 = "Would not consider" to 5 = "Would definitely consider"

	Adult living alone	Couple with child(ren)	Couple, no child(ren)	Single parent with child(ren)	Unrelated roommates
Commute reimbursement	3.5	3.6	3.7	3.7	4.4
Free transit pass	2.2	2.2	2.4	2.8	3.0
Child care support	1.6	3.1	2.3	3.6	2.9
Student loan forgiveness	2.8	3.1	2.9	3.4	4.3
Moving/relocation assistance	3.2	2.9	3.0	3.8	3.9

Source: 2020 Employee Survey

Housing Programs of Interest

The survey asked employees to indicate their interest in six potential types of housing assistance which could be considered by TTWHA. Most of these programs have been offered by employers in other housing constrained markets.

Down Payment Assistance: Assistance in the form of a loan or a grant that helps an employee qualify for a mortgage and afford a home. The Sierra Business Council manages a down payment assistance program funded through the Martis Fund.

Security deposit/1st month rent: Assistance offered to employees who are relocating and need to rent or that may need assistance getting into a different rental. It can be structured as part of initial compensation or repaid to the employer through payroll deductions.

Ongoing rent or mortgage assistance: Could take the form of a stipend or, for renters, reduced rent in an employer-owned or master leased unit.

Homebuyer Education and/or Financial Counseling: Classes to assist first time homebuyers to budget, repair credit, and navigate the mortgage and home purchase process.

Home repair/renovation assistance: Providing education on and helping with access to low- or no-cost loans to help with home renovations and repairs. Weatherization program assistance may be available through state and federal programs.

Utility payment assistance: Assistance offered to employees to help with utility costs. May be part of a continuing stipend or provided as part of an emergency assistance program.

Regarding employee preferences, down payment assistance, a housing stipend and assistance with repairs/renovation were the top three preferred programs. Interest in programs varies based on employee household characteristics:

- Employees exhibiting the most interest in all programs, and that are most in need of assistance, include:
 - Newer employees (under 5 years)
 - Employees earning under \$100,000 and
 - Single parent and roommate households.
- Owners have the most interest in repair/renovation assistance and a housing stipend. Repair and renovation assistance is also more favored by longer term employees (over five years) and higher income households (over \$100,000);
- Renters have the most interest in down payment assistance, a housing stipend and homebuyer education.
- Employees of 5 years or less showed more interest than longer term employees in all programs, indicating the strength of these programs in potentially helping to attract and retain staff.

Please indicate which of the following types of help with housing you and your household would have an interest in, if available?

(Scale of 1 = "Would not consider" to 5 = "Would definitely consider")

	Own		Rent		Total	
	Average	% dk*	Average	% dk	Average	% dk
Down payment assistance	3.0	13%	4.5	4%	3.6	9%
Security deposit/first month rent	2.1	17%	3.6	6%	2.7	13%
Ongoing rent or mortgage assistance (e.g. monthly stipend)	3.2	7%	4.1	5%	3.5	6%
Homebuyer education and/or financial counseling	2.6	10%	4.0	4%	3.2	7%
Home repair/renovation assistance	3.6	5%	3.6	9%	3.6	6%
Utility payment assistance	2.8	8%	3.5	6%	3.1	7%

*dk = "Don't know"

Source: 2020 Employee Survey

Other Programs

Employees were asked if there were other types of assistance they would consider. Top recommendations include:

- Increased wage
- Alternative work hours/work from home
- Assistance finding housing
- Child care assistance, programs, extended hours
- Vanpool/carpool program
- Food/grocery and local service discounts
- Temporary winter housing for commuters
- Internal rental postings – employees housing employees
- Upgrade/renovation support – list of contractors, repairmen, help with permits, etc.
- Pet care and insurance
- Lower cost medical benefit package, help with expenses
- Tutoring assistance per COVID homeschool requirements
- Improved transit, transit passes

Source: 2020 Employee Survey

Current Employer-Provided Housing

The TTAD and TFHD currently have housing units available for employees.

TTAD Housing: The TTAD help subsidize the construction of a stacked duplex with one 2-bedroom and one 3-bedroom unit. The TTAD has first right of refusal when a unit become available. The units have been in use for three years and began allowing pets this year. TTAD has many employees that desire to “rent better” and this is an opportunity to help them do so.

The units have yet to house an airport employee. Late communication from the management company and the prior no-pet policy has precluded TTAD employee occupancy.

TFHD Housing: The TFHD owns four (4) homes and leases eight (8) others for use by employees.

- The owned homes are used during inclement weather or for short term staff needs and are offered free to employees.
- The leased units are for employees needing short-term accommodations. This includes:
 - Interim management staff or on-call staff;
 - Physicians on temporary assignment;
 - Physicians or management staff relocating to the area and needing a place to stay while they search for a more permanent home (typically one- to three-months).
- Occupants of leased units typically do not have to pay rent unless they occupy the unit for more than three-months. Rent charged will not exceed that paid by TFHD in its lease.
- Units have not yet been made available to all TFHD staff. Units have been managed for certain departments and staffing needs. Many departments are not aware of the existence of these units, but would find them useful if available.

Inventory of TFHD Housing Units

	Type	# Units	Bedrooms
Owned	Single family and attached homes	4	-
Leased	Condominium	3	2
	Apartment	3	2
	Attached/Single Family	2	3

Source: TFHD

In July 2020, three units were in use and a fourth unit was pending occupancy for two months beginning in August. Four were vacant. Typically about two units are occupied this time of year.

During a big winter is when units may be 100% occupied. All homes are typically used and overflow employees will be provided beds in the hospital.

5b. TT HA HOUSING PROGRAMS

Meeting Date: September 16, 2020
Prepared By: Emily Vitas, Executive Director
Agenda Item: TTWHA Housing Programs Update

We have not made any matches since July. With the drastic shift in the housing market and increase in residents in July and August, housing stock dwindled. Many of the listings Landing welcome during those months were for shorter-term leases, which are not a good fit for our long-term employees.

In September, we will focus on more affordable advertising outlets, including:

- Member agency postings on social media and newsletters
- Community partner online listings, such as the Truckee Chamber of Commerce's Big Life Weekly E-blasts
- Tahoe Donner Associations homeowner newsletters

With the October 15 kick-off of the Town of Truckee Long-term Rental Program, we are hopeful we will begin to see more supply that fits our employees' needs.

Since program execution, we have:

- Helped three employees secure long-term leases in two homes. The first home went to two TTUSD educators and their children, the second to an ultrasound technician with TFHD.
- Received 36 housing inquiries from TTWHA member agency employees (29 TFHD, 5 TTUSD, 2 TTAD, 0 TDPUD).
 - Some of the recurring reasons for needing housing include: need a shorter commute, need a bigger home, can no longer afford their current home, and want to live without roommates.
- Since July 13 (when mailers went out to homeowners), we've heard from 23 homeowners and listed two homes.

5c. EXECUTIVE DIRECTOR REPORT

Meeting Date: September 16, 2020
Prepared By: Emily Vitas, Executive Director
Agenda Item: Executive Director Report

This report will be used to provide updates on activities not included for review/approval on the agenda.

AGENCY OPERATIONS

Annual Work Plan

Please see the attached work plan with quarter three activities highlighted in blue. The items highlighted in yellow have not yet commenced for this quarter or will occur in quarter four. Please see explanations for these items in the notes column on the spreadsheet. The goals and strategies that come from the Board Retreat will most likely alter the annual work plan and an update will be provided at the October board meeting.

Agency Website Design

The website will be completed the week of September 14. A mock-up has been attached to this report; the photos and content have evolved from what is shown on the attached sample, and the site will be shared with the board before we advertise for a chance to critique and contribute to content.

Agency Conflict of Interest Statement

The Fair Political Practices Commission has finally reviewed our Conflict of Interest Statement. They requested minor changes and we are now waiting for final approval.

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.

Dollar Creek Crossing Site Walk, Placer County - Attendee
Mountain Housing Council of Tahoe Truckee Regional Housing Action Plan Committee Meetings
Tahoe Forest Health System Values Advocate Meeting – TTWHA Update

Ayinde Rudolph, Mountain View Whisman School District
Blaire Wallace, Developer, Donner Lake 6
Emily Setzer, Placer County
Heidi Allstead, Martis Fund – Monthly housing meeting
J.K. Dineen, San Francisco Chronicle
Rick Holliday, Factory OS
Rick Stephens, TTAD Board
Seana Doherty, Town of Truckee – Bi-monthly housing meeting
Shawna Purvines, Placer County

REGIONAL HOUSING UPDATE

The following is not a comprehensive list of regional housing activities, rather an overview of items that have been gathered through meetings over the previous two

Mountain Housing Council of Tahoe Truckee

- The RFP for the Regional Housing Action Plan has been distributed. The Housing Action Plan process will be the first activity of MHC 2.0. The Council hopes to hire a consultant and begin work in October.

Placer County

- The Workforce Housing Preservation Program (deed restriction program) is scheduled to go back to the Board of Supervisors in late October early November, depending on schedules.
- Dollar Creek Crossing Development: Pre-development studies are underway, with anticipated completion in early 2021.
- The County's Accessory Dwelling Unit Program is in full swing: marketing of the new website and additional tools and incentives will come out by end of year.
- Tahoe Basin Area Plan Amendments to address housing needs will start adoption hearings in Oct.

Town of Truckee

- Council approved the Long-term Rental Grant Program at the September 8 meeting. The program provides a \$3,000 incentive to homeowners willing to rent their homes long-term to employees working within the TTUSD boundaries. The program is scheduled to begin October 15.
- Town staff are working hard to make the construction of Accessory Dwelling Units easier for the Truckee community. An ADU team has been developed, code amendments are being proposed, a grant was submitted to the State to fund a loan product program for deed restricted ADUs, and staff is focused on providing education materials and a streamlined process for those interested in building an ADU on their property. This is another example of innovative solutions that could directly impact housing stock for our employees.

DEVELOPER CONNECTIONS AND PROJECT UPDATES

Updates and conversations since our previous board meeting.

Hopkins Village, Dan Fraiman Construction

Plans have not yet been submitted to Placer County for review. Mr. Fraiman has opened a wait list for interested buyers. There are currently four interested parties

I have followed up to see if there is still interest in developing an agreement to provide TTWHA member agency employees with first option to purchase but have not yet heard back.

Donner Lake 6, Blair Wallace

Background: Truckee Town Council approved the 6-unit development on Donner Lake at the August 25, 2020 council meeting. The development is located on Donner Lake Road, the connected road between I-80 and Donner Pass Road on the West End of Donner Lake. The project will include three studio units (299 sf) and three one-bedroom units (368 sf), each will have a one-car garage.

Timeline: Construction to start Summer 2021

Need: Mr. Wallace is facing a gap of \$250,000 to make the project 'pencil' and approached the JPA to see if there was any interest in partnering.



TTWHA 2020-21 Work Plan

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

Establish and maintain the Agency's administrative and operational foundation

Key Activities and Tasks	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Person/s Responsible	Status	Notes
Operational Activities								
Open bank account	X					Emily	Complete	
Activate website	X					TFHD	Complete	
Establish email system	X					Emily	Complete	
Establish phone number	X					TFHD	Complete	
Secure PO Box	X					TFHD	Complete	
Obtain Tax ID	X					Emily	Complete	
Secure insurance coverage	X					Emily	Complete	
Tracking of agency resolutions, certifications, and licenses	X	X	X	X	X	Emily	Ongoing	
Development of policies and procedures	X	X	X	X	X	Emily + Brent	Ongoing, as needed	
Strategic Planning								
Board strategy session		X				Emily + Board		To be held in late September / early October
Strategic Plan development		X	X			Emily		To be completed after Board Retreat
Board Engagement and Support								
Meeting management	X	X	X	X	X	Emily	Ongoing, monthly	
Meeting minutes	X	X	X	X	X	Emily + Secretary	Ongoing, monthly	In coordination with Board Secretary
Monthly progress reports to board	X	X	X	X	X	Emily	Ongoing, monthly	Included in board packet
Fiscal Management								
Meetings with accounting personnel	X	X	X	X	X	Emily	Ongoing, monthly	
Hiring of bookkeeper			X			Emily		Dependent on board interest / decision
Secure relationship with CPA				X		Emily		
Management of financials	X	X	X	X	X	Emily + Accountant	Ongoing, monthly	
Monthly financial reports to the board	X	X	X	X	X	Emily + Accountant	Ongoing, monthly	

Establish strong agency presence and purpose throughout the region

Key Activities and Tasks	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Person/s Responsible	Status	Notes
Community Engagement								
Participation in Mountain Housing Council		X	X	X	X	Emily		Quarterly meetings
Engage with local associations	X	X	X	X	X	Emily		Chamber + CATT to start
Outreach to regional developers	X	X	X	X	X	Emily		Develop contact/project tracker
Outreach to local jurisdictions and agencies	X	X	X	X	X	Emily	Ongoing	Co-create housing industry professional network (Jurisdictions, Martis Fund, NPOs, Landing)
Attendance at housing-related community meetings	X	X	X	X	X	Emily	Ongoing	Town, Counties, development-related meetings
Marketing and Communications								
Logo development	X	X				Emily + Designer	Complete	
Website build-out	X	X				Emily + Designer		
Management of PR and media relations	X	X	X	X	X	Emily	Ongoing	
Develop advertising campaigns						Emily	As needed	
Develop marketing materials						Emily	As needed	

Activities and Strategies to Support Goals

Management and development of housing-related projects and programs that support agency goals

Key Activities and Tasks	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Person/s Responsible	Status	Notes
Employee Housing Needs Assessment (EHNA)								
Project management	X	X				Emily + Agency Personnel	Ongoing through September 30	
Agency Sub-group for Housing Program Development	X	X	X	X	X	Emily + Agency Personnel	On hold	To commence upon completion of Employee Housing Needs Assessment
Develop rate sheet for housing		X	X			Emily	On hold	To commence upon completion of Employee Housing Needs Assessment
Unlock existing housing								
Program development	X					Emily		Dependent on board interest/approval
Project management		X	X			Emily		Dependent on board interest/approval
Leasing of newly developed units								
Developer relations	X	X	X	X	X	Emily		
Development tracker	X	X	X	X	X	Emily		
Leasing strategy		X	X			Emily + Board	On hold	To commence upon completion of Employee Housing Needs Assessment and Board Retreat
Agency-owned land development strategy								
Agency land map				X	X	Emily		
Addition of agency partners								
Agency tracker				X	X	Emily		



Housing For Our Essential Employees



WHAT WE DO

The Truckee Tahoe Workforce Housing Agency works to provide housing access and affordability to the employees of:

Tahoe Forest Hospital District,
Tahoe Truckee Unified School District,
Truckee Donner Public Utility District,
and Truckee Tahoe Airport District.

[Housing Programs](#)

[About Us](#)



THE NEED

Our most essential workers are struggling to live in the places that they work. With increasing housing prices (for sale and rent) and a decrease in housing stock that meets the needs of our workforce, it is becoming increasingly more difficult to live in North Tahoe-Truckee.

[Learn More About Housing Challenges](#)

\$702K

Median Home Price in Truckee

123

Number of Essential Workers

\$702K

Median Home Price in Truckee

123

Number of Essential Workers



HOUSING FOR OUR PEOPLE

TTWHA is working to develop a variety of programs and offerings to meet our employees' housing needs.

[In Need of Housing?](#)

[Have Housing to Offer?](#)



Stay up to date

Join our mailing list & stay up to date with the latest news & announcements.

Your email

Join us



About



DID YOU KNOW

Our most essential workers are struggling to live in the places that they work. With increasing housing prices (for sale and rent) and a decrease in housing stock that meets the needs of our workforce, it is becoming increasingly more difficult to live in North Tahoe-Truckee.

13%

The increase in employees that commute to North Tahoe-Truckee from outside the region from 2010 - 2020, according to the Tahoe Forest Hospital District

12%

Homes in Eastern Placer County that are owner-occupied**

6%

Homes sold between 2017-19 in Eastern Placer County that were sold to primary residents**

\$382K

An affordable purchase price for a 3-bedroom home in Eastern Placer County**

\$721K

Median Home Price in Placer County (as of June 2020)**

50%

Percentage of our workforce that commutes into North Tahoe-Truckee from outside the area**

*BAE 2016 Truckee North Tahoe Regional Workforce Housing Needs Assessment
**June 17, 2020 Workforce Housing Preservation Program presentation, provided by Placer County staff

OUR STORY

The Truckee Tahoe Workforce Housing Agency (TTWHA) is a Joint Powers Authority that was formed to support the development of workforce housing for member agencies by acquiring, developing, or contracting for workforce housing and supporting housing programs for agency employees.

Founded in 2018, the TTWHA's initial objective is to explore successful models of workforce housing development projects by and for public agencies throughout the state of California.

Additionally, the TTWHA will coordinate with appropriate public agencies and private developers who are engaged in local housing initiatives to develop a standard for review, analysis, and participation in housing development opportunities.



[View TTWHA's Joint Powers Agreement](#)

[View TTWHA's Bylaws](#)



MISSION

The mission of TTWHA is to increase housing access and affordability for the employees of our member agencies

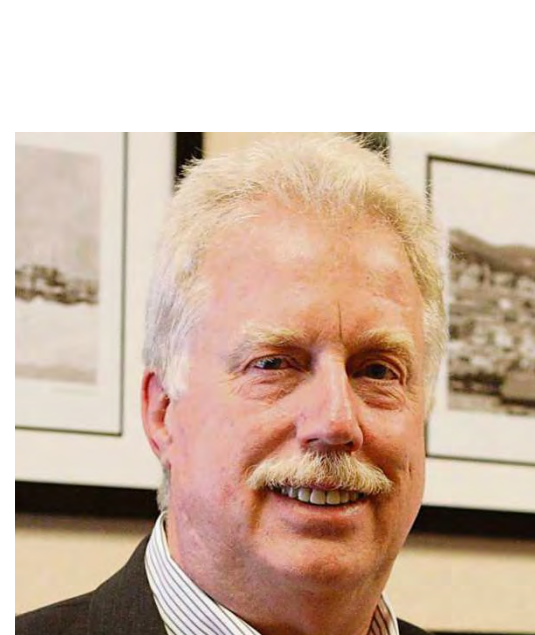
WHAT IS A JPA?

Joint Powers Authorities (JPAs) are legally created entities that allow two or more public agencies to jointly exercise common powers. Forming such entities may not only provide a creative approach to the provision of public services, but also permit public agencies with the means to provide services more efficiently and in a cost-effective manner. Truckee Tahoe Workforce Housing Agency was formed as a Joint Powers Authority to more easily and effectively provide housing and related programs for partner agency employees.

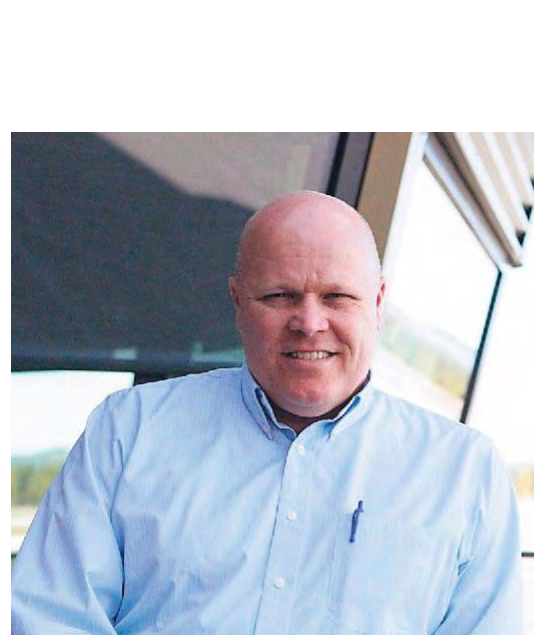
MEMBER AGENCIES



BOARD AND STAFF



Harry Weis
Board Chair,
Tahoe Forest
Hospital District



Kevin Smith
Vice Chair,
Truckee Tahoe
Airport District



Carmen Ghysels
Secretary,
Tahoe Truckee
Unified School
District



Steven Poncelet
Treasurer,
Truckee Donner
Public Utility
District

BOARD MEETINGS

Board Meetings are held the third Wednesday of every month, at 8:30am. Board meeting dates may change. Please check the website on a regular basis.

[View the Agenda for the August 19, 2020 Meeting](#)

[View the Board Packet for the August 19, 2020 Meeting](#)

[See Previous Meeting Materials](#)



Emily Vitas
Executive Director

HOUSING FOR OUR PEOPLE

[In Need of Housing?](#) [Have Housing to Offer?](#)



6a. OCTOBER RETREAT AGENDA

DRAFT AGENDA

RETREAT OF THE BOARD OF DIRECTORS OF THE TRUCKEE TAHOE WORKFORCE HOUSING AGENCY OCTOBER 9, 2020

Attendees: ED + Board

1. WELCOME / RETREAT OVERVIEW (8:00 – 8:15)
2. AGENCY MISSION/VISION (8:15 – 8:40)
 - a. Development of mission statement
3. HOUSING MARKET AND NEEDS (8:40 – 9:10)
 - a. Current housing landscape
 - i. Current Housing market
 - ii. Current Rental market
 - iii. How has the landscape changed?
 1. Opportunities and challenges
 - b. Employee Housing Needs Study
 - i. The bigger picture: what are the overarching concerns and opportunities?
 - ii. Deep dive in to the study: data review and themes
4. HOUSING STRATEGY AND GOALS (9:15 – 11:00)
 - a. Developing actions based on regional landscape and study results
 - i. Lease
 - ii. Purchase
 - iii. Develop
5. AGENCY FUNDING AND GROWTH (11:15 – 12:15)
 - a. Long-term Funding
 - i. Working towards financial independence
 1. Actions / Opportunities
 2. Timeline / Process
 - ii. Creation of housing fund
 - b. Member Agency Opportunities (inviting new members to the table)
 - i. Opportunities / Strategy
 - ii. Timeline / Process
6. 2021 GOALS / WRAP-UP (12:15 – 12:30)
7. LUNCH (12:30 – 1:00)

7a. AGENCY ACCOUNTING SUPPORT

Meeting Date: September 16, 2020
Prepared By: Emily Vitas, Executive Director
Agenda Item: Review of proposals and possible approval to enter in to contract with a bookkeeper

BOARD REQUEST:

Review of proposals and possible approval to enter in to contract with a bookkeeper, with services starting October 2020.

BACKGROUND:

Truckee Tahoe Airport District (TTAD) accounting staff have been providing accounting services since the agency's founding in March 2020. TTAD offered this service, free of charge, with the understanding that we will hire an Agency bookkeeper to manage our accounting needs once the agency was up and running. At the August 19, 2020 board meeting, it was shared with the board that we will plan to transition to an agency bookkeeper in October.

Four local agencies/individuals were approached with a request for proposal to provide monthly accounting support to the agency. The following is a listing of those that were engaged, and their response to our request:

- High Sierra Tax Services: Not taking on new clients at this time
- Simply Booked, Jessica Norris-Barton: Interested in working together, information attached
- Sitkoff O'Neil: Don't provide bookkeeping services
- Supporting Strategies, Jen Ellermeyer: Interested in working together, proposal attached

Both agencies that submitted proposals offer their services at a rate of \$75.00. Supporting Strategies is a more established entity, with a support staff and account managers committed to each client. Simply Booked is a sole proprietorship. Both come highly regarded, with referrals from clients and peers.

For budgeting purposes, TTAD accounting staff have estimated their current accounting support to average five hours or less per month, with an estimated increase in output once we begin to engage in housing activities.

ATTACHMENTS:

Letter of Engagement, Simple Booked
Proposal, Supporting Strategies



Simply Booked

Truckee Tahoe Workforce Housing Agency

Dear Emily Vitas:

We appreciate the opportunity to provide you a proposal for Bookkeeping and Consulting Services. To ensure a complete understanding between us, this letter will describe the scope and limitations of the services we will provide for you. Jessica Barton with Simply Booked will be the contact person for this engagement.

What We'll Do

General Bookkeeping to include: AP & AR, Bank Reconciliation, Account Maintenance and preparation for CPA. Monthly financials will be delivered to client.

What We Won't Do

We will make no attempt to adjust the records to reflect generally accepted accounting principles (GAAP). We will make no audit or other verification of the data you submit. We may provide reports which contain portions of financial information; these reports are for internal management use only. We will not provide any financial statements (other than those used for internal management purposes and subject to interpretation by your CPA or tax professional for tax purposes) and will not perform any compilation, review or audit of any of the financial information. We do not at any time provide legal services of any type or income tax services of any type. We have not been requested to discover errors, misrepresentations, fraud, illegal acts, or theft, and therefore, have not included any procedures designed or intended to discover such acts, and you agree we have no responsibility to do so.

What We Need from You

In order to complete the service, we will need to obtain information on a timely and periodic basis from your organization. These items include the data file, supporting documents, answers to any question we might have, and any other information that we may require to complete the work of this engagement. These items and any other items that we obtain from you will be based on information provided by you and will be used without any further verification or investigation on our part.

When We'll Do It

This engagement will begin on or about 10/1/2020. This engagement is made on a time-and-materials, best-efforts basis for the initial 60 days, or once initial set up is complete, whichever comes sooner. Invoicing for time-and-materials occurs by the 5th of the following month. Invoicing under a flat fee arrangement occurs on the first of the month for upcoming services. All invoices will be due and payable upon receipt. These services can be cancelled by either party at any time with thirty (30) days written notice.

Invoices unpaid 30 days past the billing date may be deemed delinquent and are subject to an interest charge of 1.0% per month. We reserve the right to suspend our services or to withdraw from this engagement in the event that any of our invoices are deemed delinquent.

Services Outside the Scope of this Letter

You may request that we perform additional services at a future date not contemplated by this engagement letter. If this occurs, we will communicate with you regarding the scope and estimated cost of these additional services. Engagements for additional services will necessitate that we issue a separate engagement letter to reflect the obligations of both parties.

Fees

Our fee for these services will be \$75 per hour for bookkeeping. A flat monthly rate will be determined after 60 days or after the initial set up is complete, whichever comes sooner.

Fraud

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the Company involving (a) management (b) employees who

have significant roles in internal control, and (c) others where the fraud could have a material effect on the financial statements. You are also responsible for informing us of your knowledge of any allegations of fraud or suspected fraud affecting the Company received in communications from employees, former employees, regulators, or others. In addition, you are responsible for identifying and ensuring that the entity complies with applicable laws and regulations. You agree to accept responsibility for any effect on your accounting records and financial statements of basic financial information or transaction documents not submitted to us for processing and entry, or losses that may result from their absence.

In connection with this engagement, we may communicate with you or others via email transmission. As emails can be intercepted and read, disclosed, or otherwise used or communicated by an unintended third party, or may not be delivered to each of the parties to whom they are directed and only to such parties, we cannot guarantee or warrant that emails from us will be properly delivered and read only by the addressee. Therefore, we specifically disclaim and waive any liability or responsibility whatsoever for interception or unintentional disclosure of emails transmitted by us in connection with the performance of this engagement. In that regard, you agree that we shall have no liability for any loss or damage to any person or entity resulting from the use of email transmissions, including any consequential, incidental, direct, indirect, or special damages, such as loss of revenues or anticipated profits, or disclosure or communication of confidential or proprietary information.

Dispute Resolution

You agree that any dispute (other than our efforts to collect an outstanding invoice) that may arise regarding the meaning, performance or enforcement of this engagement or any prior engagement that we may have performed for you, will, prior to resorting to litigation, be submitted to mediation, and that the parties will engage in the mediation process in good faith once a written request to mediate has been given by any party to the engagement. Any mediation initiated as a result of this engagement shall be administered within the county of Nevada County in California, according to its mediation rules, and any ensuing litigation shall be conducted within said county, according to California law. The results of any such mediation shall be binding only upon agreement of each party to be bound. The costs of any mediation proceeding shall be shared equally by the participating parties.

We are pleased to have you as a client and hope this will begin a long and pleasant association. Please date and sign a copy of this letter and return it to us to acknowledge your agreement with the terms of this engagement.

Sincerely,
Jessica Barton, Simply Booked

Acknowledged:

Signature

Date

Proposal for Bookkeeping and Controller Services

Truckee Tahoe Workforce Housing Agency, a Joint Powers Authority

September 9, 2020

Thank you for considering Supporting Strategies Reno-Tahoe to provide bookkeeping and controller services for Truckee Tahoe Workforce Housing Agency (herein after, TTWHA). Information was gathered during a conversation with Emily Vitas, Executive Director and in review of agency documents. It's our understanding that TTWHA was formed with a purpose to promote the development of housing for its members, which include Tahoe Forest Hospital District, Tahoe Truckee Unified School District, Truckee Donner Public Utility District and Truckee Tahoe Airport District. As a new agency, starting with the right accounting foundation is imperative to the fulfillment of the agency's mission and an investment in a consistent long-term plan.

TTWHA has an immediate requirement for bookkeeping services to handle recurring accounting activities. Supporting Strategies will develop accounting processes in accordance with the Joint Exercise of Powers Agreement Creating the Truckee Tahoe Workforce Housing Agency, dated November 9, 2019. Accounting procedures will include strict recognition of agency funding and recording of expenses by function/nature. Additionally, custom monthly financials will be delivered in accordance with the timing of the board of director meetings, currently scheduled for the 3rd Wednesday of each month. The fiscal year for the agency commences July 1st and ends June 30th, in which an annual budget will be developed and coordinated with the Executive Director during the prior March time period.

Lastly, the Supporting Strategies team will build a comprehensive accounting system for TTWHA and fulfill on-going accounting responsibilities. Accounting of funds shall be in accordance with Government Code sections 6500, as stated in TTWHA Bylaws. Finally, best-of-breed software such as, QuickBooks Online and Bill.com will be utilized and any additional applications will be recommended as the organization matures.

The following list provides an overview of the Start-up and Ongoing services. Our capabilities are not strictly limited to this list as we customize our scope of work for every client to address specific needs. If there are specific items not listed to be included, please let us know.

Start-up / Onboarding

- **General Ledger Software:** Continued use of QuickBooks Online. Suggested minor revisions of chart of accounts developed specific for non-profit entities, including secondary/tertiary reporting categorization for program reports and statement of nature/functional activities. Review and knowledge share with the Executive Director.
- **Accounts Payable:** Set up processes to include the Executive Director and a designated board member in review and approval process (credit card expenses, vendor bills and sub-contractor fees, etc.)
- **Document Storage:** Set up SharePoint and/or other cloud-based application for secure cloud-based document storage.



- **Financial Institution Access:** Set up direct banking access with read-only permissions for the checking account and credit card account.

Ongoing Bookkeeping and Controller Services

- Implement GAAP Accounting Procedures (Generally Accepted Accounting Principles)
- Deliver Audit-Ready and CPA-friendly Financial Reports
- Additional Services by Category, below:

Planning & Analysis

- Develop critical financial reports for Board of Directors
- Develop critical financial reports for internal operations, as needed
- Review monthly reporting with the Executive Director and BOD, as requested
- Audit Requests: Identify and prepare audit requests, e.g. annual internal, financial, tax, etc.
- Annual Budgets: organizational and/or programs, as needed
- Tax Requests: Identify and prepare tax requests from CPA

Expenses & Accounts Payable

- Weekly posting of bills
- Release vendor payments, upon client approval
- Code credit card expenses to general ledger
- Manage credit card payment schedule
- Manage vendor / sub-contractors and collect W-9s
- Administer 1099 process
- Maintain current list of assets

Billing & Accounts Receivable

- Record Funding Revenue by Source
- Create Misc. Invoices, as needed

Month-end & Annual Close

- Reconcile Balance Sheet Accounts, including cash accounts, credit card accounts and other liabilities and asset accounts, as needed
- Year-end review and coordination with CPA for tax return
- Make necessary journal entry adjustments
- Monthly and annual close of books

Financial Reporting

- Deliver monthly financial reporting, for Board of Directors meetings
- Deliver monthly financial internal management reporting, as needed
- Other specific reporting, as needed



All work product, including excel-based documents, supporting schedules, and other accounting records/work product are considered documents of the agency and belong 100% to TTWHA. The agency will have complete access to all information. Should there be a need to transition away from our service at any point in the future we will collaborate to assist in the transition in a smooth fashion, which includes providing all documentation that we have gathered and created.

Premier Team of Controller Professionals



Controller Team (Manager & Associate)

TTWHA will be assigned a team of accounting professionals, providing decades of collective business experience. Our staff is highly educated in the accounting field, with a minimum of a four-year degree in Accounting or other related discipline plus 10+ years of professional experience. We work at the pace of your organization, so if more services or special projects are requested, we can accommodate those requests in a timely manner. Services are provided on a remote basis using best-of-breed accounting technologies. The pairing of accounting professionals with the latest in accounting technology makes an excellent combination to service a fast-paced organization. Our staff has been fully vetted through an extensive interview process, reference and background checks and we are fully insured.



Supporting Strategies has developed a robust set of processes for non-profit organizations, standardized on the best available systems and tools to get the job done as accurately and efficiently as possible. We are the next generation of accounting support.



You will never have to retrain another accounting resource because we use a reliable, team-based approach to provide cross-training and coverage, review our own work with a second set of eyes for accuracy, thoroughly document our processes, and respond to ad-hoc requests as they come up. Additionally, we absorb the cost of a replacement team member on our end if the need ever arises.

Professional Service Fees and Reimbursable Expenses

Phase	Start Date	Ongoing Services
Transactional Accounting and Controller Services	TDB	\$75/hour not to exceed agreed upon hourly budget
Reimbursable Expenses-Monthly		
Accounts Payable - review and approval controls	Bill.com Requirement, TBD	\$25/month, \$7/client user \$1.49/manual payment, \$0.49/e-payment approximate monthly reimbursable expense



Billing for ongoing professional services will occur on a bi-weekly schedule, which include a detailed breakdown of hourly services. Reimbursable expenses will be billed at cost and separately from professional services. Expenses may include direct expenses associated with servicing the account (i.e. reimbursable software subscription fees, other misc. expenses). Invoices are payable Net 10 utilizing a Direct Payment Agreement.

If during the 60-day start-up period we discover that the scope of services should be adjusted, we will coordinate the workflow with the Executive Director and develop a revised “not to exceed budget”, in agreement with Emily Vitas, Executive Director. During this onboarding period, our team will learn the intricacies of your organization, develop processes and ensure our work is accurate and efficient, while your team is learning our workflow. Frequent communication during these first two months is required as it is imperative to our mutual success.

Once all workflow has been established and reporting variables of the organization are determined with the Executive Director and Board of Directors, we can provide a Fixed Fee for ongoing services. Estimated timeframe for fixed price development is 60-90 days from start-up.

Please let me know if you would like to set up another time to discuss any of the specifics. When the agency is ready to move forward we will schedule a time for on-boarding. We are excited about the prospect of working together and confident that we will be a great partner for Truckee Tahoe Workforce Housing Agency in the years to come.

Sincerely,

Jen Ellermeyer
Managing Director
Office: 530-212-8418
Mobile: 530-386-1155
jellermeyer@supportingstrategies.com



7b. AGENCY ADVOCACY POLICY

Meeting Date: September 16, 2020
Prepared By: Emily Vitas, Executive Director
Agenda Item: Review and Possible Approval of the Agency Advocacy Policy

BOARD REQUEST

Review and possible approval of the Agency Advocacy Policy.

BACKGROUND

As we become more active, it is important to have a policy that clearly defines how we address and advocate on issues affecting housing, our employees, and our community.

The purpose of this policy is to provide a process for responding to requests of the Agency for support, partnership, and/or endorsement of candidates, ballot measures, housing initiatives, and related activities.

ATTACHMENTS

Draft Agency Advocacy Policy

Truckee Tahoe Workforce Housing Agency **Draft Advocacy Policy**

1. **Purpose:** The purpose of this policy is to provide a process for responding to requests of the Agency for support, partnership, and/or endorsement of candidates, ballot measures, housing initiatives, and related activities.
2. **Authority:** The authority to consider requests lies in the request's association with the Agency's mission and core activities. The Agency will not consider supporting, partnering on, or endorsing matters not directly related to housing.
3. **Guidelines for Requests**
To be considered, a written request must include:
 - a. Requestors name, contact information, and business / organization affiliation
 - b. The request being made, presented clearly and succinctly – what position is the requestor asking the Agency to take?
 - c. The required timeline for Agency response
 - d. Explanation for why the Agency should consider the request
 - e. Information about groups or individuals in opposition to the request
 - f. Data and/or supporting documentation to effectively analyze and consider the request. Developers must include details on plans, approvals, and partners of the proposed project.
4. **Issues the Truckee Tahoe Workforce Housing Agency will not take position on:**
 - a. Candidates for public office
 - b. Non-housing related efforts
5. **Review / Consideration Process**
 - a. All requests should be made to the Executive Director
 - b. Once compliance with request guidelines have been confirmed by the Executive Director and Board Chairman, the item will be brought before the full board as an action item at the next scheduled board meeting, with a recommendation made by the Executive Director regarding the action to be taken, if any
 - c. If a request that is not financial in nature is submitted with a timeline that does not allow for review at a previously scheduled board meeting, the Board Chairman can convene a Special Meeting.
 - d. Board action may be to support, oppose, take a neutral position, or request additional information