

Truckee Tahoe Workforce Housing Agency  
**Strategic Plan | 2023-2027**



TRUCKEE TAHOE  
Workforce Housing Agency

# Adoption

This 2023 Strategic Plan was adopted by the Board of Directors of the Truckee Tahoe Workforce Housing Agency on January 18, 2023.

## Truckee Tahoe Workforce Housing Agency

### Board of Directors

Harry Weis, Board Chair – President and CEO, *Tahoe Forest Hospital District*

Brian Wright, Vice Chair – General Manager, *Truckee Donner Public Utility District*

Carmen Ghysels, Superintendent– *Tahoe Truckee Unified School District*

Alison Lehman – CEO, *Nevada County*

Shawna Purvines – Deputy Chief Executive Officer, *Placer County*

Lauren Tapia – Human Resource Manager and District Clerk, *Truckee Tahoe Airport District*

Jen Callaway – Town Manager, *Town of Truckee*

### Staff

Emily Vitas, Executive Director

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# List of Common Terms

The following terms are used throughout the Strategic Plan. They are not official definitions, but terms agreed upon by the participants as part of the strategic planning process.

**Area Median Income (AMI):** Is the household income for the median – or the middle – household in a region. The US Department of Urban Development (HUD) publishes this data annually for regions; data varies by household size. The California Department of Housing and Community Development (HCD) makes minor adjustments based on regional factors to these numbers prior to publishing.

Use of State Income Limits are subject to a particular program’s definition of income, family, family size, effective dates, and other factors.

**Joint Powers Authority (JPA):** JPA’s are legally created entities that allow two or more public agencies to jointly exercise common powers.

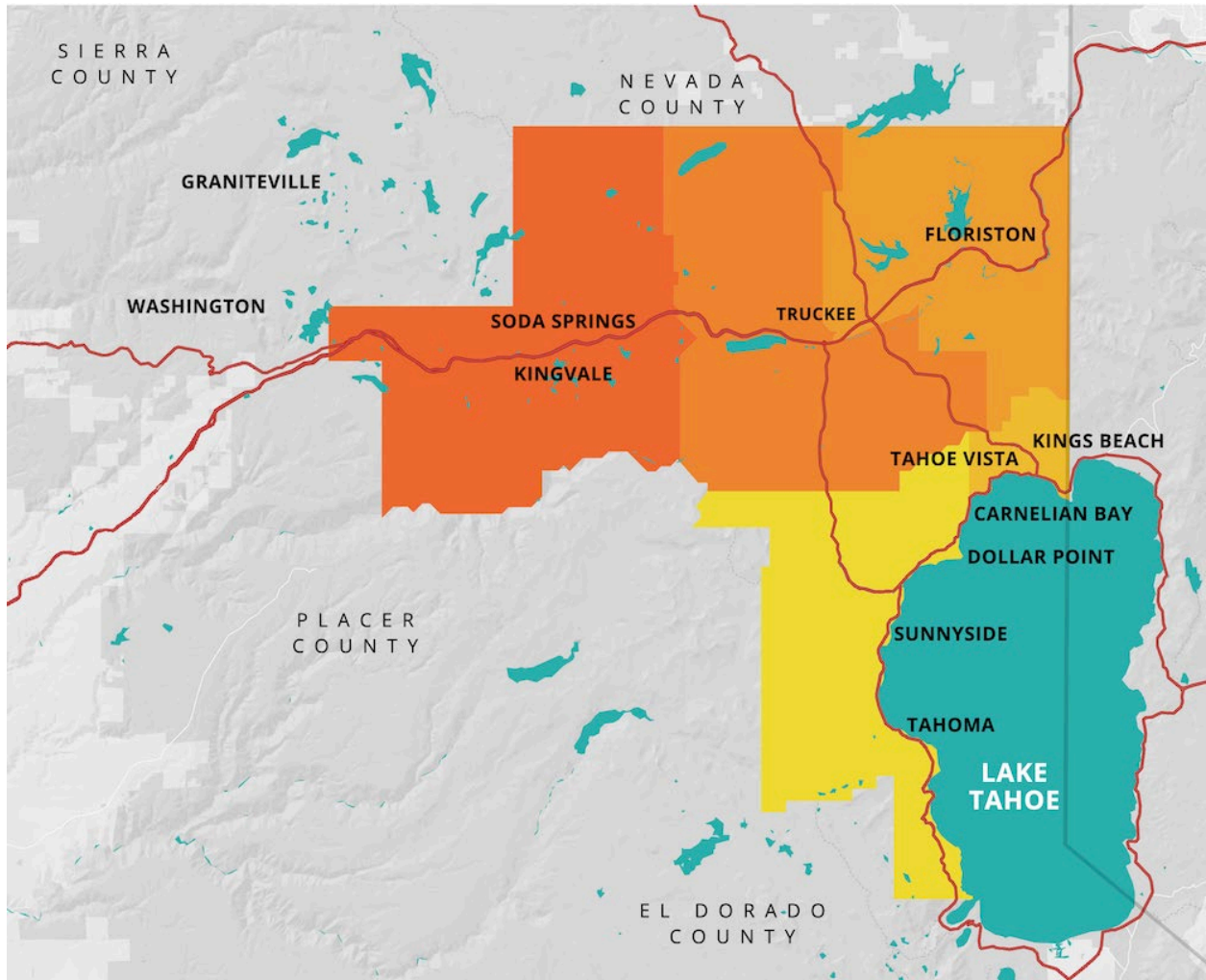
**Low-Income Households:** This is generally defined as households making no more than 80% of AMI. For example, in Nevada County, a family of one with an 80% AMI would mean that their annual income is no more than \$55,100. Many of the income-restricted apartments in the region adhere to strict income limits. A person making over \$55,100 will not qualify for one of these traditional affordable apartments.

**Middle-Income Households:** This is defined as households making above 80% of AMI. In Nevada County, anyone making over \$55,100 would be considered middle-income up to either 120% AMI per Town of Truckee definition or 245% AMI for Placer County/North Lake Tahoe area.

**Qualified Employee:** This term is used to describe an employee who would qualify for a TTWHA program or services based on an established set of criteria set forth in a Board-approved guideline document. For example, a qualified employee could be based on geographic location of employment (within the Truckee-North Tahoe region) and/or the employee’s income level.

**Truckee-North Tahoe Region (Region):** Includes the Town of Truckee and the eastern end of Nevada and Placer County. See map below.

Figure 1. Map of region



Map source: Mountain Housing Council

**Workforce:** Workforce is defined as an employee that works for an employer within the geographic boundaries of the Truckee-North Tahoe region.

# Background

## About

The Truckee Tahoe Workforce Housing Agency (TTWHA) or Agency, is a Joint Powers Authority (JPA) formed in 2020 to support the development of workforce housing for member agencies by acquiring, developing, and leasing workforce housing, and supporting housing programs for Agency employees. Today, TTWHA provides housing solutions to the ~2,300 employees of the seven member agencies. TTWHA is led by a Board of Directors, comprised of staff from each of the public entity members. Currently two staff members manage TTWHA operations.

The seven Truckee Tahoe Workforce Housing Agency member agencies include:

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

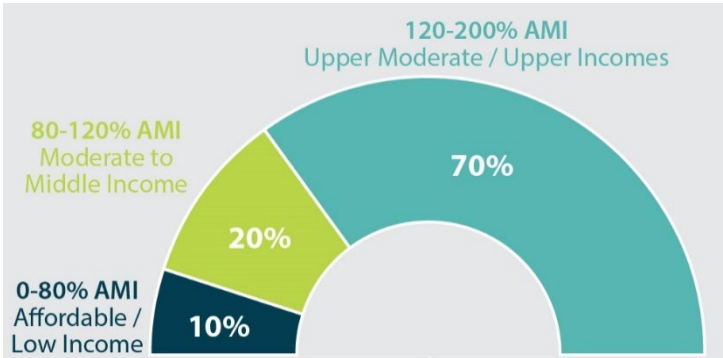
## Who We Serve

Today, TTWHA serves the 2,300 employees of its seven public agencies. Over the next five years, as reflected in this Strategic Plan, the Agency will expand in order to serve more of the regional workforce, in addition to the member agencies' workforce.

In general, the focus of the Agency is to serve the workforce considered "middle-income" or "moderate-income" by state and federal standards. This is primarily because the majority of the employees of the public agencies earn salaries that put them above the traditional low-income thresholds. Based on employee surveys, approximately 85 percent of TTWHA member agency employees earn incomes that are above 80 percent of AMI (see Figure 2).

TTWHA recognizes the importance of providing housing across all income levels and as such, the Agency will continue to support lower-income housing solutions, while focusing on middle income housing solutions.

Figure 2. TTWHA employee Area Median Income (AMI)



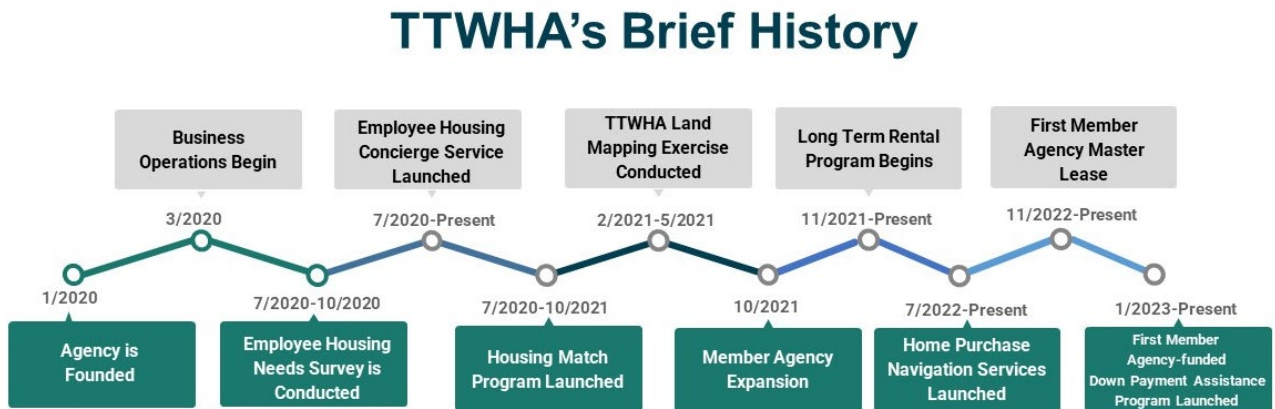
## A Brief History

In January 2020, Truckee Tahoe Workforce Housing Agency formed as a Joint Powers Authority to support housing solutions for member agency employees. The four founding public member agencies were: Tahoe Forest Hospital District, Tahoe Truckee Unified School District, Truckee Donner Public Utility District, and the Truckee Tahoe Airport District. The purpose and goal of forming the JPA was to create a legally binding pathway for local public agencies to comingle resources to address workforce housing needs.

In March 2020, the first staff was hired, and TTWHA was officially launched.

In 2021, the JPA membership grew from four to seven with the addition of three local government agencies – Nevada County, Placer County, and the Town of Truckee. In addition to the expansion of membership, the need for housing continued to grow in the region and TTWHA staff experienced significant increases in calls from local workforce and employers asking for assistance.

Figure 3. Brief History of TTWHA

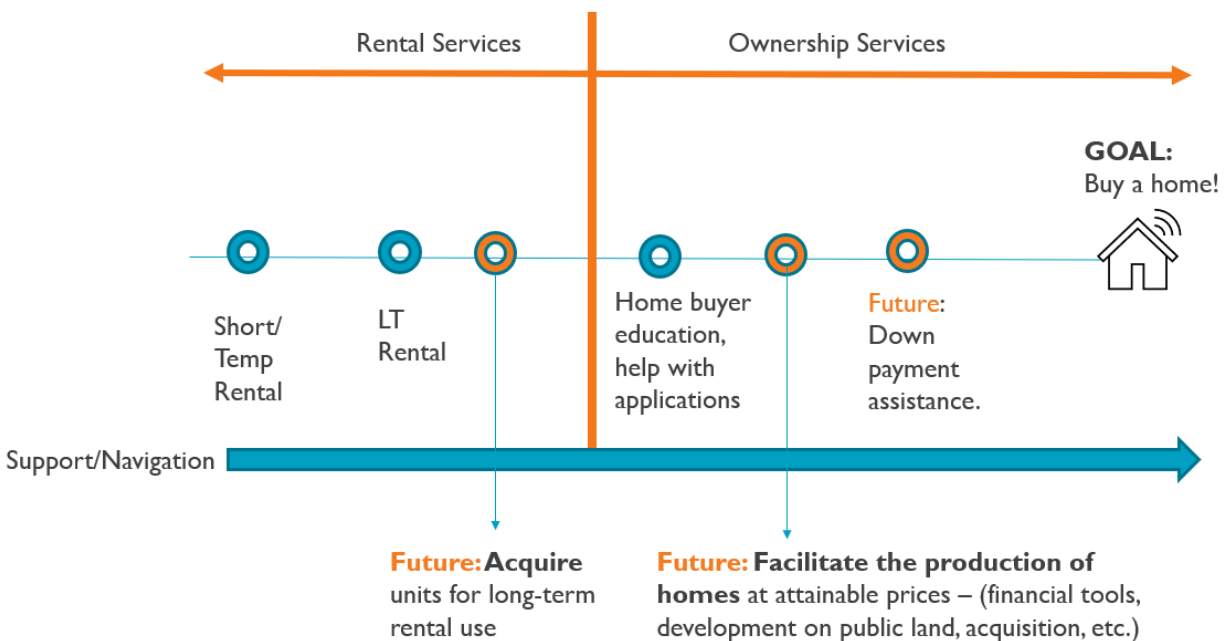


## TTWHA Services Today and Plans for The Future

TTWHA’s goal is “to help employees find reasonable housing so they can continue to serve the community they love.” Services include general housing support, helping employees access existing housing in the region, and providing home purchase assistance and education services. The goal is to assist an employee with housing at whatever stage they are in along the continuum of securing a stable home. From assisting employers with securing temporary housing for new hires to helping an employee buy their first home, TTWHA staff works to support employees along their unique housing paths.

Below demonstrates the range of services TTWHA provides now (shown in blue), along with plans for expansion in the future (shown in orange).

Figure 4. TTWHA Housing Services Pathway





# Program Results

To date, TTWHA has served a total of 270 employees and general members of the workforce through the following programs and services:

Figure 5. TTWHA Programs and Services (June 2020-January 2023)

	TTWHA	General Workforce	Total Served
<b>Housing Concierge Services</b>	172	18	190
<b>Long-term Rental Program</b>	23	2	25
<b>Home Purchase Services</b>	50	0	50
<b>Home Purchase</b>	5	0	5

## 2022 TTWHA Employee Survey Highlights

In 2022, staff conducted a second employee housing survey to understand the needs of their constituents. Approximately 32% of the 2,300 employees participated in the survey. Following is a summary of highlights from the survey. For a complete summary of the 2022 Employee survey, please see **Appendix 2**.

Figure 6. 2020 vs. 2022 Survey Comparisons

Survey Questions	2022	2020
Currently live outside the Tahoe-Truckee region	40%	27%
Considering leaving employment, in part due to housing	41%	16%
Currently rent their homes	49%	38%
Cost burdened ( <i>spend more than 30% of income on housing</i> )	NA	22%
Found it difficult to find housing during last housing search	37%	43%
Somewhat or very dissatisfied with their housing	18%	20%
Planning to retire in next 5 years	9%	11%
Lost rental housing during the pandemic	16%	NA
Experienced high levels of stress over the last two months due to their current housing situation	38%	NA

# Housing Trends and Regional Context

## Housing Needs Continue to Grow

With the average home price, according to Zillow, in the Truckee-North Tahoe region above \$1 million, and a limited inventory of quality, affordable rentals, finding housing is extremely challenging for local employees.

The housing shortage, according to a 2021 Mountain Housing Council Study<sup>1</sup>, has worsened during the past several years, as conditions have deteriorated for resident workers who are living in inadequate housing, in-commuters who work in the region but are unable to secure appropriate/affordable housing near their place of work, seasonal workers, and the region’s homeless population.

The region’s total unmet housing need is approximately 9,500 units, representing an increase of more than 1,000 units since the 2016 assessment.

Source: 2021 North Tahoe-Truckee Regional Housing Implementation Plan, commissioned by the Mountain Housing Council (link to Plan online can be found in footnote).

The “unmet housing need” refers to households, or people who are not able to secure appropriate, affordable housing and therefore are not able to live in our region, as well as people who are currently living in our region but in inadequate housing (i.e., overcrowded, too expensive, in poor condition, homeless). This need includes both low and middle-income households and, as such, requires a range of solutions, partners, and funding to successfully address the issue.

Figure 7. Local Housing Bridge



Source: Mountain Housing Council / Achievable Local Housing Policy Brief 2/20/18

<sup>1</sup> North Tahoe-Truckee Regional Housing Implementation Plan, October 2021. Prepared for Mountain Housing Council: [https://www.mountainhousingcouncil.org/wp-content/uploads/2021/10/201087\\_MHC-RHIP\\_2021Oct15\\_PublicReviewDraft.pdf](https://www.mountainhousingcouncil.org/wp-content/uploads/2021/10/201087_MHC-RHIP_2021Oct15_PublicReviewDraft.pdf)

## Constellation of Regional Housing Partners

Aware that the housing crisis in the Tahoe Truckee region impacts both low, moderate, and even above-moderate income households, many regional partners have been working both independently and collaboratively over the past several years to bring about a range of funding and housing solutions. [Mountain Housing Council](#), a project of the Tahoe Truckee Community Foundation, recognized the need to coordinate and elevate housing issues in the region six years ago. Though much progress has been made in terms of community understanding of housing issues (capacity building, implementation of programs, construction of low-income housing tax-credit apartments), acquiring and developing housing for the middle-income category of employees continues to be a major challenge.

As TTWHA developed its Strategic Plan, staff consulted with many of the partners listed below to ensure that the future direction and growth of the Agency addressed gaps in services and programs. Specific areas that the TTWHA Strategic Plan addresses that are not being done by any other organization include: acquisition of units, pre-development loan funds for developers, and activation of development on public agency-owned land.

Below is an example of the various partners who work on housing in the Truckee-North Tahoe region.

Figure 8. Example of Local housing resources and their role with housing in the Truckee-North Tahoe region (this list is not comprehensive)

<b>Local Housing Resources</b>	<b>Role with Housing in Truckee-North Tahoe Region</b>	<b>Household Income Category Focus (AMI Level)</b>
<i>Truckee Tahoe Workforce Housing Agency</i>	Services and programs for public agency and other qualified employees, future revolving loan fund, future development on public land, future acquisition, expanded programs (down payment assistance, rentals, etc.)	Above 80% of AMI, middle and moderate income
<i>Martis Fund</i>	Funding (down payment assistance, development grants)	Low income and down payment assistance and grants up 180% of AMI
<i>Mountain Housing Council</i>	Regional coordination, education, policy research, data, tracking, project of Tahoe Truckee Community Foundation	All
<i>Nevada County</i>	Land use policy, state/federal funded housing projects	Focus on low and very low income
<i>North Tahoe-Truckee Homeless Services</i>	Services, advocacy and housing for homeless	Homeless housing services
<i>Placer County</i>	Land use policy, funding for housing programs (deed purchase, Lease to Locals' grants, downpayment, etc.)	All up to 245% of AMI
<i>Regional Housing Authority</i>	Partner on tax-credit developments, manage low income leasing in tax-credit apartments	Low-income (most project cap at 60% of AMI)

Figure 8 (continued)

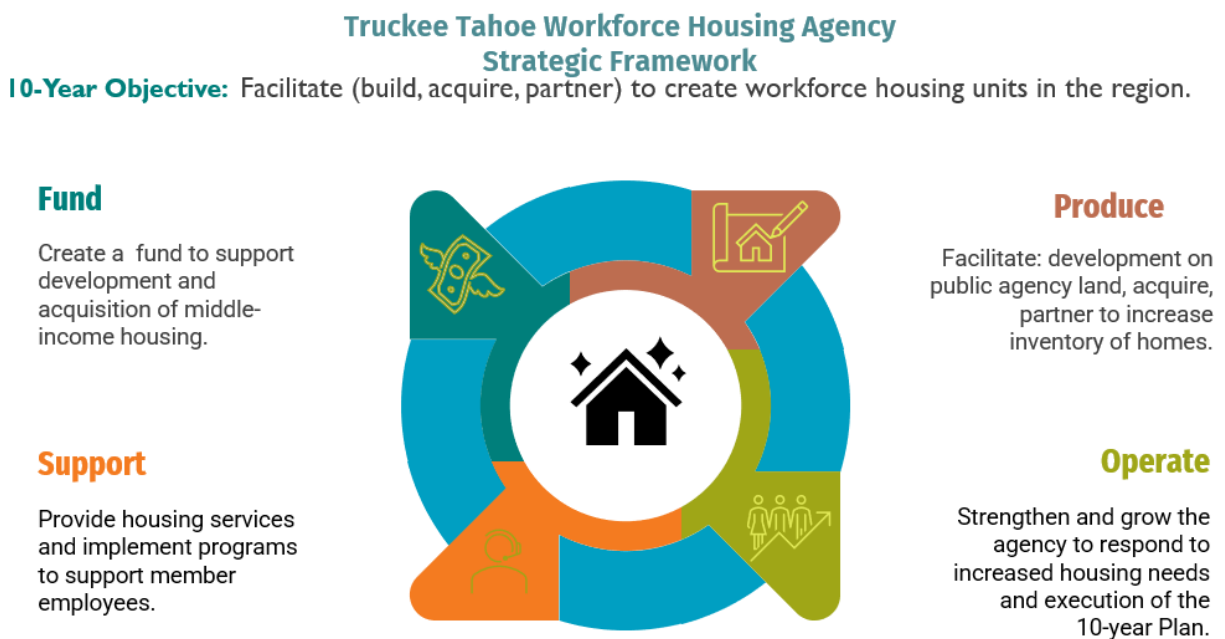
<b>Local Housing Resources</b>	<b>Role with Housing in Truckee-North Tahoe Region</b>	<b>Household Income Category Focus (AMI Level)</b>
<i>Sierra Business Council</i>	Funding, housing program admin (Martis Fund downpayment assistance)	All up to 180% of AMI
<i>Sierra Community House</i>	Rental assistance, application assistance for low-income apartments	Low-income focus, admin of program up to 150% of AMI
<i>Tahoe Truckee Community Foundation</i>	Housing Solutions Fund, Housing Hub development, Mountain Housing Council fiscal agent	All
<i>Town of Truckee</i>	Land use policy, funding for housing programs (ADU grants, Lease to Locals grants, deed purchase for ownership, down payment assistance)	Low income and programs up to 245% AMI

# Strategic Planning Process

Through a nine-month collaborative process, TTWHA developed not only a five-year strategic plan but also set a bold, exciting new course for the Agency. Based on input from the Board, stakeholders, partners, statewide housing experts, as well as legal and financial analysis of potential organizational models, the new direction was set.

In March 2022, the board established the following draft strategic framework (see Figure 9). For a period of six-months, due diligence research and outreach worked to uncover options for moving TTWHA forward. Because TTWHA is an organization comprised of seven public member agencies, time was needed to vet the new organizational model and strategic priorities with each member coming to the table with a unique set of parameters. Cash flow modeling was conducted to test some of the ideas, including a new Workforce Housing Fund, as well as the mechanics of a revolving loan fund.

Figure 9. Strategic Framework



In October 2022, the board came back together with the staff and consultant team to review the due diligence, learn about the latest employee survey, review the cash flow modeling, and provide direction on the overall strategic planning approach. The following Strategic Plan was developed based on board direction.

In addition to working internally with the board and staff throughout the process, regional partners were engaged to ensure that the final outcome of the proposed new direction for the

Agency served as a complement to the existing cadre of regional housing resources (see Figure 8). Specifically, because the expansion of TTWHA includes the proposed development of a new nonprofit arm, the Tahoe Truckee Community Foundation and North Lake Tahoe Resort Association were engaged in multiple sessions to clarify how the new Workforce Housing Fund would serve in a complementary, non-redundant role.

## Strengths and Challenges

As part of the strategic planning process, board and staff looked at strengths and challenges to assess the best direction for the Agency moving forward. Following is a summary of the findings from this assessment.

*Strengths: What is working and what should we build upon?*

Figure 10. Strengths

Existing Programs and Services	Funding	Development	Acquisition
<ul style="list-style-type: none"> <li>▪ Responsive to individual member requests</li> <li>▪ Workforce knows and contacts us</li> <li>▪ Trust (internally and externally)</li> <li>▪ Current budget structure supports programs</li> <li>▪ Board structure systems in place</li> <li>▪ Employee base attractive to landlords, developers</li> <li>▪ Increased employee morale around housing support/access</li> </ul>	<ul style="list-style-type: none"> <li>▪ Operating funds are in place</li> <li>▪ Financial systems have been developed</li> <li>▪ Membership fee structure supports operations and current programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Members own land</li> <li>▪ Members interested in seeing land developed for housing</li> <li>▪ Land mapping and analysis in place</li> <li>▪ Private development is eager for incentives and support but not deep subsidy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Acquisition model in progress and has support</li> <li>▪ Strong realtor partner in place</li> <li>▪ There are market opportunities to acquire</li> </ul>

## Challenges: Where is there opportunity to adjust?

Figure 11. Challenges

Existing Programs and Services	Funding	Development	Acquisition
<ul style="list-style-type: none"> <li>General workforce knows and calls us but cannot access our units</li> <li>Workforce housing needs are way beyond member base</li> <li>Employee base too small and/or timing doesn't align; units sit empty</li> <li>Staff impacted because they can't be responsive to general workforce</li> <li>Agency name – community thinks we serve the workforce when we currently do not</li> </ul>	<ul style="list-style-type: none"> <li>No capital to accelerate development, acquisition, program expansion</li> <li>No criteria or structure for decision making</li> <li>Assumption is that we have a workforce housing fund, we don't</li> <li>Investors (members or donors) who need to serve workforce beyond membership base can't place money beyond membership fee</li> <li>Not attractive to private donors. Can't unlock dollars</li> </ul>	<ul style="list-style-type: none"> <li>No funding to support new housing development</li> <li>Displacement of existing tenants; issue with acquisition</li> <li>Public agency-owned land not easy or ready to go</li> <li>Market demand and need is strong</li> </ul>	<ul style="list-style-type: none"> <li>Limited funding to support acquisition</li> <li>Current funding limited to member employees</li> <li>Displacement of existing tenants; need a policy</li> <li>Opportunity to leverage existing units</li> </ul>

## Emerging Constraints and Strategic Decisions

Key constraints emerged from the nine-month strategic planning process that set the stage for the Board decision-making and priority setting reflected in the following pages of the 2023-2027 TTWHA Strategic Plan. Below is a list of challenges that surfaced in the planning process and the solutions developed by the Board and staff to address these issues. These strategic decisions served as the basis for the Strategic Plan.

### Constraint:

#### Workforce Housing Needs Outpace TTWHA Base

With the growth of TTWHA over the past three years from a four member Agency to a seven-member agency, it now serves approximately 2,300 employees which is estimated to be approximately 13 percent of the total workforce in the region. The challenge is that housing is needed far beyond the 13 percent base of Agency employees, and this became very apparent to staff in 2022 who fielded numerous calls from employers and employees desperate to find housing.

It is estimated that TTWHA currently serves approximately ~13% of the total workforce in the Truckee-North Tahoe Region through its seven member agencies.

Strategic decision: The Board decided in late 2022 to expand the organization and offer programs and services beyond the base of member employees. Beginning in 2023, TTWHA will expand certain programs and services to serve qualified workforce beyond member agency employees. Exact details including defining what is meant by “qualified employee” will be part of planning work in 2023. ***See Goal 1 in the Strategic Plan for more details.***

### **Constraints: Expanding Services/Programs and Use of Public Funds**

The founding business model of TTWHA is based on each member paying a fee determined by number of employees. Annual member fees range from ~\$5,000 per year up to ~\$225,000. This model has effectively provided funds (about \$400,000 per year) for operations of the Agency. Use of these funds is restricted to programs and services directly serving the employees of the member agencies. One challenge with this model was the lack of significant funding available to engage in development or acquisition activities. A second constraint surfaced when the three jurisdictions joined TTWHA in 2021/2022---Placer County, Nevada County and Town of Truckee. Because of laws related to use of public tax dollars, these three entities were not able to contribute funds beyond annual membership fees unless the use of funds was used to serve the community beyond member-based employees.

Strategic decision: In order to increase the Agency’s ability to facilitate not only housing programs and services but also engage in acquisition of existing housing and provide financial tools (loans) for developers creating workforce housing, the Board decided to expand the model of the JPA to include two new funds. One fund, called the Workforce Housing Fund, will include a separate 501(c)3 that will operate under the existing Agency/JPA, with specific guidelines that allow the collection and disbursement of funds to go toward qualified workers beyond member agency employees only. This option also allows for private donations that can serve local housing needs, benefit from a tax deduction, and creates a fund for acquisition.

The second fund, also under the Agency/JPA, called the Accelerator Fund, allows for increased collection and disbursement of funds towards expanded member-only programs. ***See Goal 1 for more details.***





# Strategic Plan

6 Targets in 5 Years

The following Strategic Plan serves as a wayfinding map for TTWHA over the next five years. The Plan works to set priorities and direction for the organization and outlines a set of specific targets, goals, and objectives that aim to increase the inventory of homes available for both the employees of member agencies, as well as the other qualified employees in the Truckee-North Tahoe region.

As market conditions are constantly changing, so too will this Plan as TTWHA adapts to opportunities and challenges as they arise.

## Agency Vision

We envision a thriving community where all local employees have access to quality homes that they can afford.

## Agency Mission

The mission of the TTWHA is to facilitate workforce housing solutions.

## Who We Serve

TTWHA serves employees of its members agencies as well as other qualified employees within the geographic boundaries of the Truckee-North Tahoe Region. Primarily, the focus of TTWHA is to facilitate housing solutions for households in the “middle-income” bracket, defined as households making above traditional low-income levels of 80% AMI.


## How We Work

TTWHA facilitates a range of housing solutions for the workforce by providing:

- General housing support and services
- Access to existing housing units throughout the region, through incentive programs and acquisition
- Home purchase navigation, including education and down payment assistance
- Pre-development financial tools for developers creating deed-restricted workforce

## 6 Targets in 5 Years

The TTWHA five-year Strategic Plan will track to the six key targets outlined below.

1. Create		<b>\$10 million</b> Create \$10 million in new funding to accelerate workforce housing solutions.
2. Facilitate		<b>75 units</b> Facilitate development of at least 75 workforce housing units on publicly-owned land.
3. Incentivize		<b>50 units</b> Incentivize the development and/or acquisition of workforce housing on privately-owned land.
4. Acquire		<b>24 units</b> Acquire 24 existing housing units and preserve for long-term workforce housing.
5. Expand		<b>1,000 employees</b> Expand housing programs to serve 200 employees per year, including member employees and other public agencies employees.
6. Increase		<b>Increase state funding for workforce housing</b> Participate in state advocacy efforts to increase funding for middle-income workforce housing needs.

## Strategic Plan Structure and Use

The Strategic Plan outlines five goal areas aimed at driving TTWHA towards the above listed targets. The five goals are:

- 1) **Create** innovative financial tools to support workforce housing solutions.
- 2) **Facilitate** development of workforce housing on public agency-owned sites.
- 3) **Acquire** existing properties for immediate and long-term workforce housing needs.
- 4) **Expand** housing programs to serve more of the regional workforce.
- 5) **Influence** state housing legislation through local coordination.

Under each goal is a set of objectives and in some cases, specific strategies. The Strategic Plan serves as a high-level roadmap for the Board and staff, defining priorities and outlining a path for growing the organization to serve workforce housing needs in the Truckee-North Tahoe region. A detailed annual work plan will be developed by staff, along with the annual budget, that will include tasks for each of the outlined objectives and strategies.



## Goal 1. Create innovative financial tools to support workforce housing solutions.

Key to expanding the Agency beyond providing basic services to the employees of the member agencies is growing the organizational structure of the JPA model to include a nonprofit arm, with a Workforce Housing Fund and a new Accelerator Fund, under the JPA (see Figure 12 & 13). The new nonprofit arm, the Workforce Housing Fund, will be created with the goal of generating significant capital from both existing public agency partners and private sources to support development and acquisition of workforce projects that serve both the employees of the member agencies as well as other qualified employees.

The goal of the TTWHA Accelerator Fund is to create a way for existing public agency members to commit funding, beyond membership fees for acquisition and programs.

TTWHA member agencies will have a choice about where to invest beyond annual member fees. They can opt to invest in the Workforce Housing Fund, the Accelerator Fund, or both. This expanding structure gives member agencies options based on the needs and constraints inherent in their unique organization.

The goal over the next five years is to leverage \$10 million in TTWHA member agency contributions to generate additional private investment in regional workforce housing solutions. Funds raised would be thoughtfully deployed to spur the acquisition of existing units, provide a revolving loan fund for developers building deed-restricted workforce housing units, and expand down payment and other programs.

### **Objective 1: Establish a Workforce Housing Fund to unlock public and private dollars (Q1-3).**

Strategy 1: Form a 501(c)3 CA nonprofit including: governance, foundational documents, legal requirements, etc.

Strategy 2: Define capacity and staff needs and budget to support new nonprofit.

Strategy 3: Develop annual work and fund development plan to raise public and private dollars.

**Objective 2: Define Guidelines for New Fund Areas (Q2-3).**

Strategy 1: Define guidelines for Accelerator Fund.

Strategy 2: Define guidelines and loan products for the Workforce Housing Fund-Revolving Loan Program (Q3).

Strategy 3: Launch Workforce Housing Loan Program (Q4).

**Objective 3: Implement Fund Development Plan for Workforce and Accelerator Funds.**

Strategy 1: Submit requests for support to member agencies (Q2).

Strategy 2: Solicit donations from private sources (Q3-4).

Figure 12. Financial model for Agency expansion

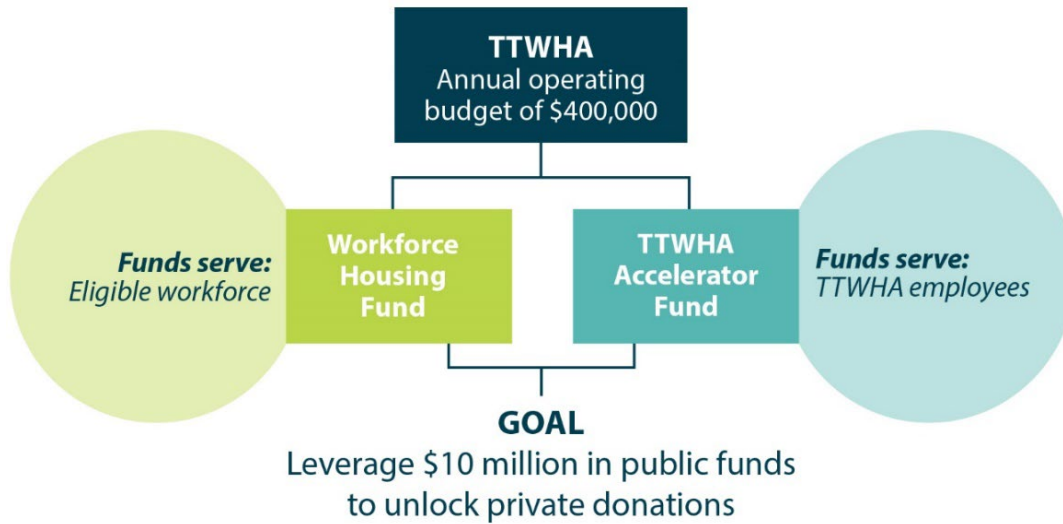
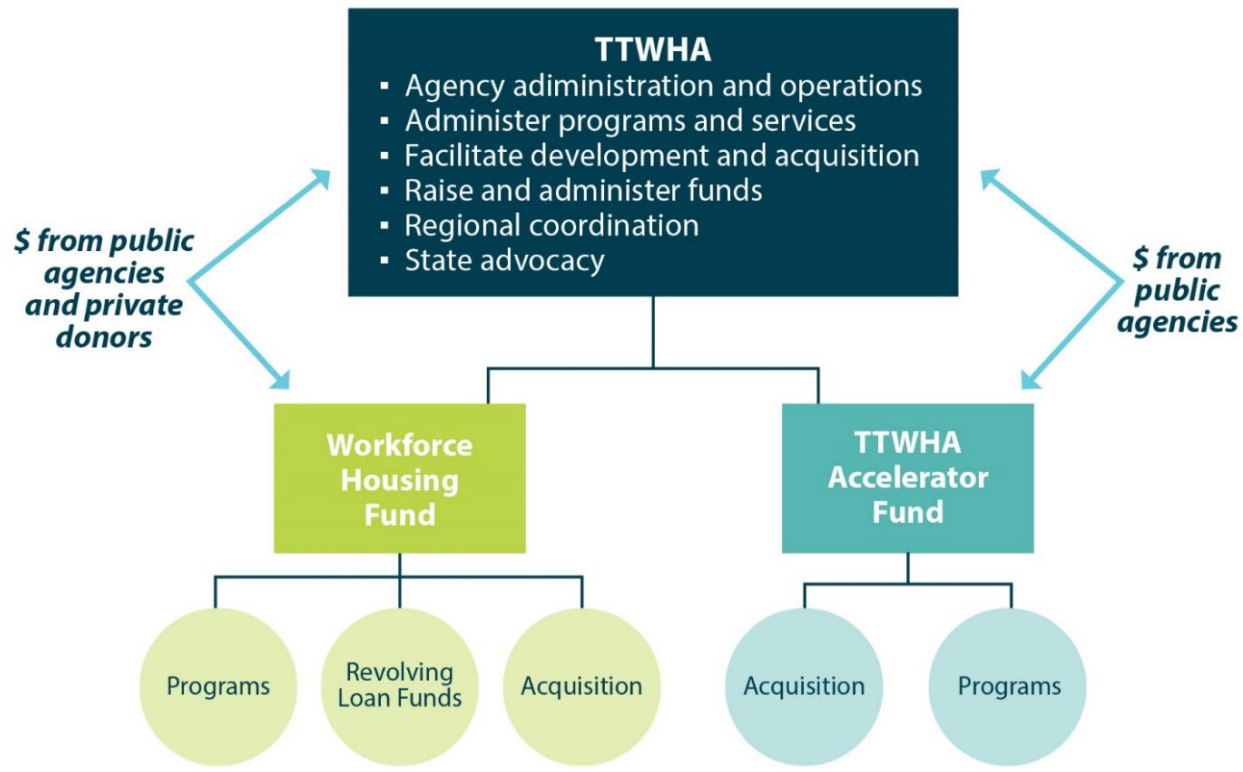


Figure 13. Model for utilization of funds





## Goal 2. Facilitate development of workforce housing on public agency-owned sites.

Several of the public agency members of the TTWHA own land, as well as other public agencies, and are willing to consider the use of this land for workforce housing projects. Over the past year and a half, TTWHA analyzed various public agency-owned sites to determine the top parcels to move forward for potential development. **Appendix 1** includes a summary of the initial analysis of the public agency sites and below outlines next steps to move identified sites forward. The goal of facilitating the creation of 75 units on public agency land is based on the initial analysis of what each of the top sites' current density allows for.

The role of TTWHA in the development process is to serve as a partner and facilitator of the pre-development process. Once a site is deemed ready for development, TTWHA will assist with the process of distributing a request for proposal to developers and working with local partners to develop a set of incentives that support the project's financial feasibility.

Development is a long-term strategy but critical to the goal of creating products that are affordable for the workforce.

### **Objective 1: Identify and ready the top public agency owned site(s) for development (Q2).**

Strategy 1: Hire consultant/partner to assist with pre-development due diligence, defining project goals, incentive package, community outreach and creation of a request for proposal (RFP) and process for the top site.

Strategy 2: Develop work plan for each site outlining tasks to ready property for workforce housing development.

### **Objective 2: Facilitate a request for proposal (RFP) process to secure a developer (Q4).**

Strategy 1: Work with land owner to facilitate a request for proposals process including contracting with final candidate.

**Objective 3: Contract with a developer to create housing on site (2024).**

Strategy 1: Work with Housing Hub and other partners to engage neighbors in design vision.

Strategy 2: Support project throughout pre-entitlement process to ensure a successful outcome.





## Goal 3. Acquire existing properties for immediate and long-term workforce housing needs.

Acquisition of existing units is an immediate way for TTWHA to secure rental units for the workforce. An added benefit of acquisition is that it gives the Agency control over the units compared with the master leasing model in which power sits with the homeowner. The goal over the next five years is to acquire 24 units of rental property that can be permanently available for short and long-term needs of both TTWHA member employees as well as qualified employees.

It is challenging to create an acquisition program with seven different members. With the development of the Workforce Housing Accelerator Funds and agreed upon guidelines, the aim is that acquisition will be a successful new program for TTWHA in the upcoming years.

### **Objective 1: Form an advisory group to assist with developing an acquisition policy and program, including property management and leasing (Q1).**

Strategy 1: Research best practices and models including funding models for acquisition.

Strategy 2: Hire contractor to assist with development of acquisition policy and program documents including funding models.

Strategy 3: Engage advisory group and legal team for review of draft acquisition documents

### **Objective 2: Acquire one property in 2023 as a pilot program (Q2-4).**



## Goal 4. Expand housing programs to serve more of the regional workforce.

Since July 2020 when housing-related programs began, TTWHA has served over 250 employees of its seven member agencies with a range of housing services including: general housing support services, home purchase navigation services, securing existing rental units for employees, and serving as an advocate for employee housing needs. As the need for housing has grown in the region, so has the pressure on TTWHA to expand their services and programs to serve the needs of employees beyond the member agencies. Though serving the 2,300 public agency employees is at the core of TTWHA, over the next few years, the Agency will work to expand programs to serve an even greater number of employers and employees.

### **Objective 1: Continue to provide and refine existing housing services and programs.**

Strategy: Refine housing concierge, rental, master leasing, down payment, and other programs to best serve the needs of member agency employees and workforce.

### **Objective 2: Research options to expand programs to other qualified workforce members.**

Strategy 1: Conduct outreach to local employees and employers to define future workforce housing needs and services.

Strategy 2: Research a tiered system and membership rate for services and programs that allow other qualified employees to participate in TTWHA programs/services.

Strategy 3: Update program guidelines includes defining "qualified employee" requirements.



## Goal 5. Influence state housing legislation through local coordination.

One of the big challenges for an Agency that serves the middle-income category of the workforce is funding. There is very limited state and federal funding available for housing solutions beyond the low-income category of 80% AMI. As such, local communities must raise funds and develop incentives to create housing that serves middle-income employees. Workforce housing that serves those making above the 80% AMI levels is not only a Truckee-Tahoe challenge but an issue throughout the State. TTWHA aims to leverage the lobby resources within each public agency to work with regional and state housing advocates to push for state funding that can be used to address the middle-income housing needs. TTWHA will work with the Mountain Housing Council's Advocacy team as well as others to define a platform and lobby for change.

### **Objective 1: Work with local groups and member agency lobbyists to understand opportunities and challenges around funding for "middle-income" housing.**

Strategy 1: Participate in the Mountain Housing Council State Advocacy Group

### **Objective 2: Partner with local groups to define a Workforce Housing Funding Platform and leverage member lobbyists to move platform forward.**

### **Objective 3: Define strategy for lobby work to move housing funding platform forward.**

## Conclusion and Next Steps

The 2023-2027 TTWHA Strategic Plan sets forth a bold plan to expand programs, increase funding, acquire units, and develop housing on public agency lands, all with the goal of supporting the local community and workforce with quality, stable housing. Outlined in this Plan are targets and goals set thoughtfully by a board comprised of seven public agency members deeply committed to not only housing their own employees but supporting the entire community.

Housing is critical to attracting and retaining talented and essential employees but also to ensuring that our economy and community is healthy, inclusive, and stable.

Moving forward, staff will use the Strategic Plan to support the development of annual budget and detailed work plans.

Implementation of the goals, objective and strategies in this plan will be challenging but with patience, flexibility, creativity, collaboration and tenacity, great strides will be made!

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# Appendices

Appendix 1. Cut Sheets for Potential Development on Public Agency Sites

Appendix 2. Summary and Analysis of TTWHA Members – Employee Housing Needs Survey