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STAFF REPORT

Date: August 12, 2020
To: Tahoe Living: Housing and Community Revitalization Working Group
From: TRPA Staff
Subject: Background, Working Group Process and Timeline

Summary and Staff Recommendation:

Staff will present the process for the Tahoe Living: Housing and Community Revitalization Initiative for Working Group input and direction. Specifically, staff will ask for input on and confirmation of:

- 1) Working Group Member Roles and Responsibilities (attached)
- 2) Working Group Process (described in this staff summary)
- 3) Goal (separate staff summary)
- 4) Draft Timeline (attached)

In addition, staff will familiarize the Working Group with two key elements of the process which will be handled in more detail in October:

- 5) Action Catalog
- 6) Housing Cost Analysis Tool

Background:

The TRPA Regional Plan calls for a compact regional development footprint with higher density mixed use development in town centers. This new development pattern is expected to result in numerous environmental benefits. The environmental impact statement prepared with the 2012 Regional Plan amendments identified a need to address the lack of affordable housing in the Basin. The magnitude of this need was quantified by the TRPA-sponsored regional needs assessment prepared by BAE Urban Economics in 2014 (Attachment A). One of the major recommendations from that assessment was to modify the TRPA development rights system to allow conversion of development rights to create more housing units. This modification to the development rights system was made in 2018. This change alone, however, will not create the needed housing and implement the new development pattern envisioned in the Regional Plan.

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In addition, in its role as the Tahoe Metropolitan Planning Organization, the TRPA must show that the Sustainable Communities Strategy, which incorporates the Regional Plan, accommodates California's Regional Housing Needs Allocation (RHNA) requirements. Local California jurisdictions must also show they can meet the RHNA requirements in their Housing Elements. Thus, the TRPA and local jurisdictions on the California side of the Basin share a mutual goal with respect to required housing targets. While the RHNA target is sufficiently challenging to meet in and of itself, it is not based on the actual housing need for the Basin, but on past building trends and on remaining development rights in the Regional Plan. As such, and because it only addresses the California side of the basin, it falls far short of the overall amount of housing needed to meet the regional gap in affordable-achievable housing.

Over the past three years, local partners in the Tahoe-Truckee and Tahoe South Shore regions have been actively engaged in collaborative processes to identify the needs, causes of, and solutions for the affordable-achievable housing gap in these respective areas of the Tahoe Region.

Outcomes of these processes have more clearly defined the gap between available housing and needed housing for local residents and workers, as well as a range of possible actions for addressing this gap. As the partners in these efforts frequently noted, there is no single solution for solving the affordable-achievable housing shortage. Not only that, but nearly every potential action or solution relies on the implementation of not just one but often multiple other actions to ensure overall success. These actions are characterized by varying levels of political support, length of time to develop and implement, and overall impact on delivery of affordable-achievable housing, among others.

In recognition of this complexity, the Tahoe Prosperity Center's Housing Tahoe Partnership conducted a nine-month-long housing needs assessment and action planning process, culminating in March 2020 with the South Shore Housing Action Plan (SSHAP). The Action Planning process relied on a core stakeholder group to generate, evaluate, and vet potential actions. The process also included two rounds of public input on the draft and final actions, with open houses held in multiple locations throughout the South Shore. The result of this process can be found in the South Shore Housing Needs and Action Plan (Attachment B), and includes a prioritized list of actions, assigned lead agencies for each action, and associated timelines.

The Tahoe-Truckee Community Foundation, through its Mountain Housing Council (MHC), has also identified specific, needed actions through several policy papers, and is now embarking on a similar process to the SSHAP and anticipates completion over the next year. Some initial actions for the Tahoe-Truckee region were identified through the Truckee-Tahoe Workforce Housing Needs Assessment (2014), as well as the "MHC 1.0" process (2017-2019). Many of those actions have since been acted upon by Truckee and North Tahoe partners. Moving into the next phase of its work, MHC will be undergoing a Regional Action Plan, continuing the state level policy work and aligning and attracting funding for housing programs and projects. A summary of MHC 1.0 and 2.0 can be found in the MHC Year 3 Partner Report in Attachment C.

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To ensure that the Regional Plan is implemented and the Sustainable Communities and RHNA requirements are satisfied, the TRPA Governing Board has approved a new strategic initiative entitled *Tahoe Living: Housing and Community Revitalization*. Using the results from the previous and ongoing efforts described above as a foundation, the initiative is designed to identify specific, quantified complementary local and regional actions that will result in Regional Plan, Sustainable Communities Strategy, and RHNA implementation.

Discussion:

As TRPA moves into implementation of key housing actions, there is a need for close collaboration with the local jurisdictions as they develop and implement their own housing action plans and housing elements. The collaboration should ensure that the main regional recommendations to move forward correspond to and complement the priority actions of the local jurisdictions, and that the identified actions work effectively together to meet the identified housing need.

To that end, at its August 19th meeting staff will present a process for:

- 1) Confirming Working Group member roles and responsibilities
- 2) Confirming the overall housing goal for the Working Group
- 3) Evaluating actions for their potential to meet the housing goal
- 4) Identifying jurisdiction-specific sets of priority actions with a regional component (“sets of actions”).

The sets of actions to emerge from the process will consist of groupings of regional, local and partner actions, many of which are already included in local jurisdiction housing action plans or housing elements. For each set of actions, to the extent possible, the Working Group will identify the portion of the overall housing goal the set of actions achieves, and prioritize actions that best move the region toward the overall housing goal, taking into consideration success at both the local and the regional level. Once key regional actions from the sets of action have been prioritized, TRPA will move forward with any recommendations that require TRPA Governing Board approval, as well as providing needed support for other actions to be implemented by partners. The sets of actions will be specific to individual jurisdictions, but multiple jurisdictions and outside partners may collaborate.

Working Group Member Roles and Responsibilities

TRPA has drafted a short document outlining the role and responsibilities of Tahoe Living Working Group members. Since the Working Group is a committee of TRPA’s Advisory Planning Commission (APC), the roles and responsibilities are based on the APC Charter and Operating Protocols (Attachment D).

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Process

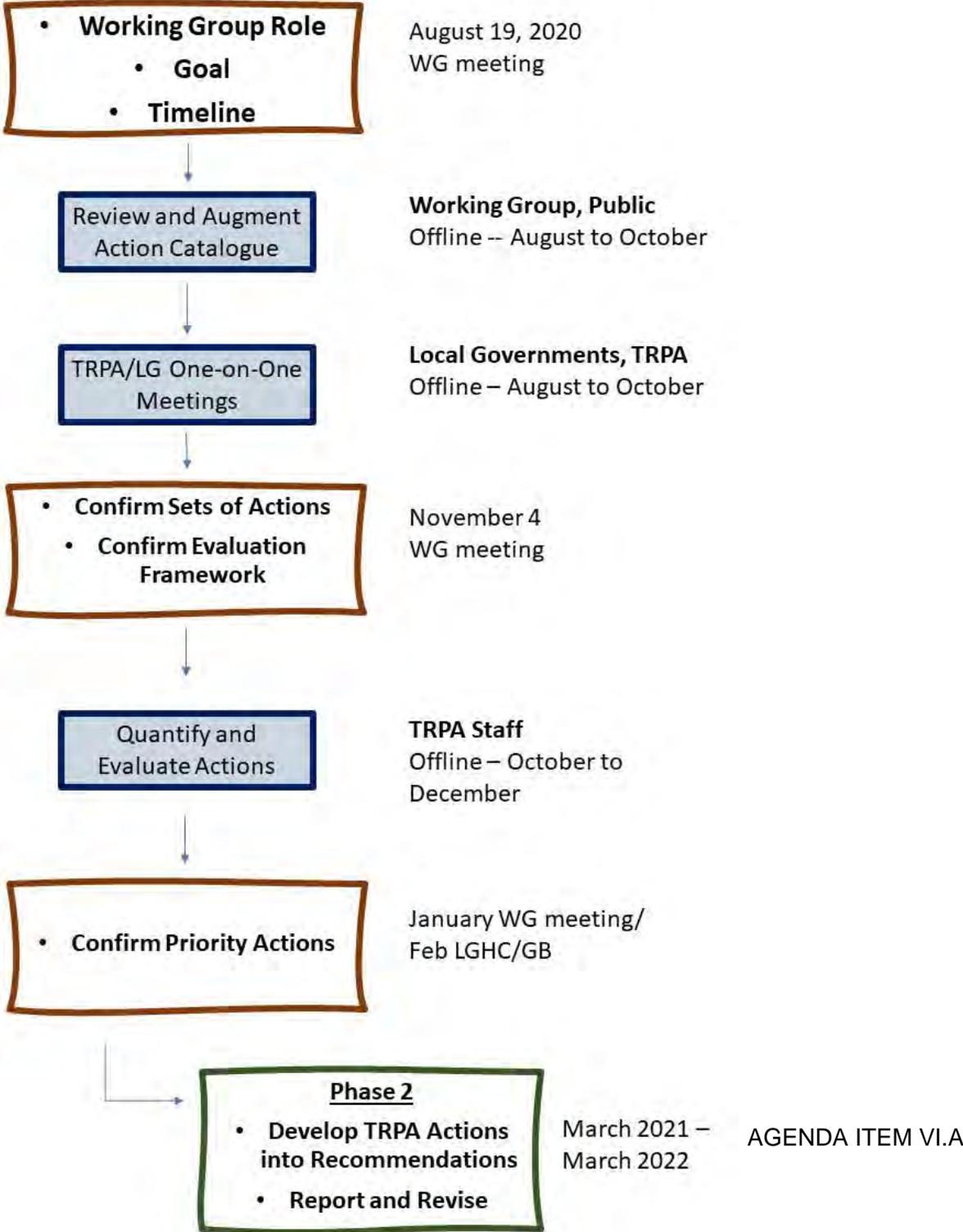
To move efficiently into the recommendation stage, the Working Group process will build directly from the needs assessments and action planning work already completed through the RHNA, the South Shore Housing Action Plan, the Mountain Housing Council, and additional work by local jurisdictions.

The process will include the following elements and is outlined in more detail in the Draft Timeline (Attachment E). The following table and flow-chart provide a summary of the timeline:

Process Element	Timing	Who
Confirm Working Group roles and responsibilities	August 19, 2020 WG meeting	Working Group
Confirm Working Group Goal (See staff summary for Agenda Item VI.B)	August 19, 2020 WG meeting	Working Group
Confirm Timeline	August 19, 2020 WG meeting	Working Group
Review and Augment Action Catalog	August – October (offline)	Working Group, public
One-on-one Meetings to Review and Augment Action Catalog	August – October (offline)	Local Jurisdictions, TRPA staff
Confirm Sets of Actions	November 4, 2020 WG meeting	Working Group
Confirm Evaluation Framework	November 4, 2020 WG meeting	Working Group
Evaluate Actions	November – December (offline)	TRPA staff
Confirm Priority Actions	January 2021 WG meeting, February 2021 LGHC/GB meeting	Working Group, Local Government and Housing Committee, TRPA Governing Board
Finalize Priority Actions	March 2021 WG meeting	Working Group
Begin development of TRPA Recommended Actions #1-4	March 2021 WG meeting	Working Group
Develop Action #1	3-4 months beginning March 2021, may overlap with development of other actions	TRPA staff, Working Group
Develop Action #2	3-4 months beginning March 2021, may overlap with development of other actions	TRPA staff, Working Group
Develop Action #3	3-4 months beginning March 2021, may overlap with development of other actions	TRPA staff, Working Group
Develop Action #4	3-4 months beginning March 2021, may overlap with development of other actions	

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Process Flow Chart



Goal

TRPA proposes an overarching Goal based on the California RHNA, the South Shore Housing Needs Assessment, and Placer County's housing needs assessment.¹ TRPA will ask the Working Group to confirm this goal at the August 19th meeting. See the Working Group Goal staff summary for Agenda Item VI.B for further discussion.

Actions and Sets of Actions

The actions identified in the SSHAP and MHC 1.0 processes provide the foundation for developing recommendations to take forward through implementation. Local jurisdictions are also working through additional actions in their housing elements. Identifying the links between actions and the benefits of grouping certain actions together can result in a greater overall success at meeting the housing need than if actions are moved forward incrementally, without considering the bigger picture. Actions which face a tougher battle politically will become more compelling to elected bodies when they can see how dedicated partnerships will support the implementation of a set of actions. For instance, a TRPA action to allow higher densities could be paired with a local action to generate funding for a deed-restriction purchase program, incentivizing the delivery of more of these homes into the local market while encouraging homeownership and equity-building.

TRPA proposes a 3-step process for confirming actions, grouping them into sets of actions by jurisdiction, and then further developing the TRPA actions into recommendations that will move forward through TRPA's approval process.

Step 1: Confirm actions and identify any new actions to be considered.

After the August 19th meeting, TRPA will distribute to the Working Group a catalog of actions identified through the SSHAP, MHC 1.0, local housing elements and other internal discussions. The Working Group will have the opportunity to identify any additional actions that may have arisen since the completion of these processes. For example, given the changes to Tahoe communities wrought by the COVID-19 pandemic, it is possible that other key actions may have emerged that were not considered during these processes. Actions may be local actions, TRPA actions, or other partner actions. Also, TRPA will take care to identify actions which were discussed in the SSHAP process, but which were relegated to a lower priority, to avoid regenerating ideas that have already been analyzed. Working Group members will be asked to review the existing actions over the course of the next month and add any additional actions to the catalog.

¹ Placer County assessed the housing need specific to the Tahoe portion of Placer County by analyzing the "Placer County Housing Strategy and Development Plan, June 2019" and the "Truckee North Tahoe Regional Workforce Housing Needs Assessment, August 2016." The staff report summarizing this analysis is included as an attachment to the Tahoe Living "Goal" staff summary.

Step 2: Work with Local Jurisdictions to augment actions

In late August and early September, TRPA staff will meet with each of the five local jurisdictions to gather information on which key actions they are using to meet local housing goals, where there are still gaps in meeting goals, and which regional actions are most likely to accelerate attainment of these goals. TRPA may also convene the local jurisdiction staff as a small group to encourage cross-collaboration and idea sharing.

Step 3: Analyze Actions, Group into Action Sets

At the November Working Group meeting, TRPA staff will present prioritized actions based on information gained from jurisdiction meetings, input into the Action Catalog and analysis with the Housing Cost Analysis Tool. Prioritization will take into account additional evaluation criteria that were used during the SSHAP process, such as time to implement, political feasibility, utility for more than one jurisdiction, etc. In November, the Working Group will identify any additional actions or evaluation criteria that should be considered before finalizing sets of actions. If more time for evaluation is needed, TRPA will bring a final set of actions to the Working Group in January, otherwise, the Working Group may recommend moving actions into the recommendation phase after the November meeting. Assuming an additional round of evaluation is needed, TRPA will present the draft sets of actions at the February Governing Board meeting, with finalization by the Working Group in March 2021.

See Agenda Item VI.C, Action Catalog staff summary for further discussion.

Evaluation Framework (Housing Cost Analysis Tool)

The main criteria for evaluating actions are the amount of housing delivered, to the extent that this can be assessed, and ability to narrow the cost and affordability gap. TRPA's Housing Cost Analysis Tool will be used to evaluate actions using these criteria. As noted above, additional criteria identified by the TPC and MHC will also be incorporated. The Housing Cost Analysis Tool uses both the 2018 pro forma prepared for the Development Rights Strategic Initiative, as well as national household expenditure data from the U.S. Bureau of Labor Statistics. More information on this tool is provided in the staff summary for Agenda Item VI.D, Housing Cost Analysis Tool.

Recommendations

Once the sets of actions have been finalized by the Working Group by, or before, March 2021, the Working Group will begin development of two to four key recommended TRPA actions to take through the TRPA Governing Board approval process. TRPA anticipates that each recommendation will take at least three to four months to develop into a final recommendation for approval.

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Conclusion

The Working Group will provide input on the Working Group roles and responsibilities, process and timeline. Input on the Working Group Goal will be solicited during Agenda Item VI.B. Staff will incorporate recommendations into the draft documents and will send out revised versions to the Working Group after the August 19th meeting. The documents will also be posted on the TRPA's webpage.

Contact Information:

For questions regarding this agenda item, please contact Karen Fink, at (775) 589-5258 or kfink@trpa.org.

Attachments/Links:

- A. [Tahoe Regional Housing Needs Program Report](https://www.trpa.org/wp-content/uploads/Final_Tahoe_Regional_Housing_Needs_Program_Report-5_28_2014.pdf), BAE Urban Economics, TRPA, 2014, https://www.trpa.org/wp-content/uploads/Final_Tahoe_Regional_Housing_Needs_Program_Report-5_28_2014.pdf
- B. [South Shore Housing Action Plan](https://tahoeprosperity.org/housing-study/), March 2020, <https://tahoeprosperity.org/housing-study/>
- C. Mountain Housing Council Year 3 Partner Report
- D. Working Group Member Roles and Responsibilities
- E. Draft Timeline

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Attachment A
Tahoe Regional Housing Needs Program Report, 2014

Access electronically: https://www.trpa.org/wp-content/uploads/Final_Tahoe_Regional_Housing_Needs_Program_Report-5_28_2014.pdf

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Attachment B
South Shore Housing Action Plan, 2020

Access electronically: <https://tahoeprosperty.org/housing-study/>

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Attachment C
Mountain Housing Council Year 3 Partner Report

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June 16, 2020

Dear Mountain Housing Council Partners,

It's not good bye, it's see you soon (literally!). We have come to the end of our first three-year Mountain Housing Council initiative and we are feeling proud and grateful for the accomplishments we have achieved together.

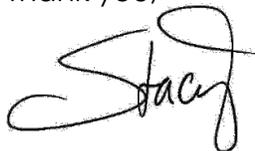
In three years we have done something that has rarely been seen in this community - the creation of a collaborative effort so strong and so successful that it's achievements can be seen and felt throughout the community. Your efforts have resulted in significant changes in housing availability and policy and the work continues! We have seen the creation of housing roles and departments, a shift in how our jurisdictions talk about housing, and increase in achievable local housing availability and development, a region-wide focus on this important issue that we've never had before. Please take a moment to reflect on these past years and share in our pride and gratitude for everything we've accomplished together.

I am thankful to see that nearly all of our original partners have committed to MHC 2.0. With our next three-year initiative, we know that our work will be different than 1.0. Not only have we come so far as a region, put the right research, institutional strategies and new capacities in place, but the global pandemic will play a role in housing shifts in our own community. We will begin with an update to the 2016 Housing Needs Assessment, the launch of a Regional Action Plan, and formation strategy of a Housing HUB. We will set our goals in July and TTCF will finalize staffing. Finally, we will continue to value nimbleness, creativity and collaboration as we solve for Achievable Locals Housing in our region.

As one of our final deliverables, I am enclosing our Year 3 Partner Report for your review. Please let us know your thoughts and if you'd like to see any other materials in our wrap-up.

Please contact me at 530-587-1776 or stacy@ttcf.net to discuss this report.

Thank you,



Stacy Caldwell, CFRE
Chief Executive Officer
Tahoe Truckee Community Foundation



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Tahoe50

MHC 1.0 Collective Results

Create New Achievable Local Housing

Goal: 300 new units over three years

To date: 417 units completed or approved and on the way. 200+ units 'on the horizon,' meaning applications have been submitted or are in the pre-application phase

Secure Existing Housing Stock for Locals

Goal: 300 units over three years serving low income to achievable local levels

To date: 109 existing housing units 'unlocked' for locals

Increase Funding for Housing

Goal: \$15 Million over three years to support range of housing

To date: ~\$50 Million: Tracking to garner over \$50M in funding to our region for housing

Implement Innovative Regional Policy Agenda and Educational Tools Goals

Goal: 10 innovative policies / solutions

To date: 5 regional policy papers completed, recommending regional and government changes that will ensure increased housing development and availability

Retain Existing Affordable Housing

Goal: 30 units in three years

To date: Working to preserve ten units in Sunset 1 Mobile Home Park

Increase % of Workers That Live & Work in Region

Goal: 1% increase over three years

To date: Supporting innovative solutions such as the employer housing JPA and Landing

Year Three: Highlights and Learnings

Highlights:

- Many of our partners brought on housing professionals to help house our workforce. Tahoe Regional Planning Agency, Town of Truckee, Northstar, and the newly formed Truckee Tahoe Workforce Housing Agency have hired personnel.
- Created a shared vision to continue this work through MHC 2.0, with a refined focus on the deliverables and goals of this second three-year initiative.
- Secured \$748,250 towards MHC 2.0.
- Work continued to develop materials that tell the story and collaborative successes of MHC 1.0 to share with our partners and the community.

MHC 2.0

We are gearing up for the beginning of this next round of work. We are proud to welcome many of you back, and excited to welcome some new 'faces,' to 2.0.

MHC 2.0 Confirmed Partners

- Community Collaborative of Tahoe Truckee
- Contractors Association of Truckee Tahoe
- Donner Summit Association*
- Martis Fund



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- Mountain Area Preservation
 - Nevada County
 - North Lake Tahoe Resort Association
 - North Tahoe Public Utility District
 - Placer County
 - Sierra Business Council
 - Sierra Community House
 - Squaw Valley | Alpine Meadows
 - Squaw Valley Public Service District
 - Sugar Bowl Resort
 - Tahoe City Public Utility District
 - Tahoe Prosperity Center
 - Tahoe Regional Planning Agency
 - Tahoe Truckee Community Foundation
 - Town of Truckee
 - Truckee Chamber of Commerce
 - Truckee North Tahoe Transportation Management Association
 - Truckee Tahoe Airport District
 - Truckee Tahoe Workforce Housing Agency*
 - Vail Resorts | Northstar California
- *New partners*

Continued / Ongoing Work

- Quarterly Facilitation and Reporting
- Public Outreach and Education
- State-wide Policy Coordination
- Support Collaboration Among Partners

New Work

- Regional Housing Action Plan (RHAP) - Key document with regional consensus on implementation plan for achievable local housing
- Housing Hub - contract for pilot program to execute on RHAP
- Housing Accelerator Funds - attract and coordinate regional funding for housing to support developments that align with RHAP

Next Steps

- *Gather for our first MHC 2.0 council meeting on Friday, July 17 at 8:00am. We will use this meeting to determine goals for the next three years.*
- *Refine our 2020 Policy Platform to shift with our needs as we move out of COVID-19 response and in to economic and regional recovery*

Wrapping Up MHC 1.0 Deliverables

Enclosed you will find the following deliverables from our final few months together. Please see the next page for a list of all deliverables produced over the last three years.

- Final MHC 1.0 Budget (For Funding Partners only)
- Final Dashboard / Placemat, April 10, 2020 meeting



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MHC Deliverables and Activities: 2017 – 2020

Please reach out if you'd like information or data on any of the following listed activities and deliverables. Many can be found on the MHC website at

www.mountainhousingcouncil.org/learn/ and www.mountainhousingcouncil.org/act/.

Building the Foundation for Ongoing Work

- (3) Annual work plans to track goals determined in the collaborative action plan
- (6) Bi-annual partner reports reporting collective achievements and ongoing progress
- 2017: Collaborative Action Plan with Proposed Goals and Targets for MHC 1.0

Council Meetings and Gatherings

- (12) MHC Quarterly Meeting Presentations
- (12) MHC Placemat / Dashboards
- (12) Regional Project Pipelines
- (2) Annual Community Updates

Tiger Teams and Work Groups

- (6) Deal Makers Network Sessions
- 2017: Achievable Local Housing Tiger Team Efforts
- 2017: Capital Attraction Tiger Team Efforts
- 2018: Fees Tiger Team Efforts
- 2017-18: Innovative Policy Tiger Team Efforts
- 2017-18: Mapping Local Agency Land Tiger Team Efforts
- 2018-19: Supportive Housing Tiger Team Efforts
- 2018-19: Short-term Rental Tiger Team Efforts
- 2018-19: Accessory Dwelling Units Tiger Team Efforts
- 2018-20: Advocacy Tiger Team Efforts

Regional Policy Activities

- (3) State and Federal Policy Platform
- (1) Policy Implementation and Local Adoption Tracker
- 2017: Fee Policy Paper
- 2017: Fee Policy Recommendation
- 2017: Fee Analysis Document
- 2017: Achievable Local Housing Policy Brief and Recommendation
- 2017: Hansford Development Fee Study
- 2018: Short-term Rental White Paper
- 2019: ADU White Paper

Additional Resources

- 2017: Local Housing Assistance Resources
- 2018: Housing Council One Pager

Looking Ahead

- 2019: The Housing Workshop's Next Entity Report Draft



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FINAL MHC 1.0 BUDGET



MHC Year 3 - Final Update

**Budget
Year 3**

**Year to Date Actual
Year 3: April 15, 2020**

Income:		
MHC Partners Year 3 Support	\$ 235,000	\$ 235,000
FY2019 Retained Funds	\$ 14,693	\$ 14,693
Online Donations		\$ 1,022
Total Income	\$ 249,693	\$ 250,715
Expenses:		
Project Management	\$ 50,000	\$ 50,049
Facilitation	\$ 70,000	\$ 44,495
Policy/Fund Development	\$ 60,000	\$ 46,838
Communications	\$ 45,000	\$ 34,716
Management Fee (10%)	\$ 23,500	\$ 23,602
Total Expenses	\$ 248,500	\$ 199,700
Balance	\$ 1,193	\$ 51,015

Remaining invoices include 1.0 digital report and storytelling, coordinator services, and an update to the 2016 Housing Needs Assessment data. Carry-over funds will be reported at the first MHC 2.0 meeting.

FINAL MHC DASHBOARD/PLACEMAT
APRIL 10, 2020



MOUNTAIN HOUSING COUNCIL OF TAHOE TRUCKEE

AGREEMENTS

1. Show up and bring your best ideas.
2. Be prepared.
3. Treat others with respect.
4. Voice opinions and concerns.
5. Advocate for our collaborative goals.
6. Work collaboratively and strive for consensus.
7. Share your expertise.
8. Serve as an ambassador.

POWERED BY TAHOE TRUCKEE COMMUNITY FOUNDATION

MOUNTAIN HOUSING COUNCIL: IMPACT PLACEMAT APRIL 10, 2020

Accelerating Housing Solutions in the North Tahoe-Truckee Region

MEETING GOALS

- MHC 1.0 + 2.0 Updates
- State Advocacy Policy Update
- General COVID Report-out

COUNCIL AGENDA

- I. Welcome
- II. State of Housing
- III. Council Updates
- IV. COVID-19 Updates
- V. Public Comment
- VI. Close

PARTNER HIGHLIGHTS

TOWN OF TRUCKEE

- Approved application from Pacific West Communities to develop Frishman Hollow II. The project will be built in summer 2020 and took less than a year from concept to construction.
- Issued a building permit for Coldstream Commons, being developed by Neighborhood Partners. The developer needs additional financing before they can proceed with the project.
- Moving forward on the Riverview Corporate Yard, which will include an affordable/workforce housing component.
- Updated the Town's housing program webpage: <https://www.townoftruckee.com/government/housing>
- Working with Landing Locals to implement a rental conversion program, focused on unlocking existing housing stock for long-term rental.
- Implementing the ADU incentives program.

PLACER COUNTY

- Rolling out the workforce housing deed restriction program this summer, with the program going to Board of Supervisors soon
- Working with TRPA on the Tahoe Basin Area Plan amendments for ADUs.
- Working with the California Tahoe Conservancy, who owns land in North Lake Tahoe that could be used for affordable housing
- Improving E-services which are helping with continuity of construction/housing projects. Website now has a chat box, fee estimator, permit support, and more: <https://www.placer.ca.gov/2128/Building-Services>
- Developing a Resource Center for ADUs. Working on rolling out services as they become available, including a web portal and dedicated info book on how to do ADUs that includes pre-approved plans, cost calculators, lender info, etc.
- Meadowview Place tax financing was secured and will break ground this summer
- Conducting a feasibility study on the Dollar Creek Crossing project to modify the plans to encourage density and other housing types
- Working on the Housing Element update for 2021-2029.
- Working on a location for supportive housing.

VAIL RESORTS/NORTHSTAR CALIFORNIA

- The Northstar Candlestick Housing Campus has been extremely helpful with the early resort closure and travel limitations due to COVID. The resort is covering rent for employees living at the housing campus during this challenging time.

MARTIS FUND

- Provided \$1M in funding to the Frishman Hollow II project.
- Increased funding for the Downpayment Assistance Program from \$250k to \$500k.

TRPA

- Submitted policy updates to the housing committee for region-wide ADU changes.
- Amending the South Shore Area Plan to allow for a 77-unit affordable housing project on Ski Run in South Lake.

SBC

- Participating in a state-level technical assistance program to support the advancement of regional housing projects

TIGER TEAM UPDATES

STATE ADVOCACY

TARGET: ATTRACT CAPITAL

Goal: Create and broaden relationships with state and federal decision makers/organizations to build influence, change policy, and attract funding.

Progress:

- The Covid-19 crisis up-ended legislative priorities and timelines for a two month period. During that time SBC analyzed and anticipated likely policy shifts and adjusted Tiger Team expectations to meet the new reality and the Governor's direction that the legislature focus primarily on the COVID-19-related housing activities
- Advocacy activities since the onset of COVID-19 include supporting a \$500 million inclusion in the budget for the Low Income Housing Tax Credit Program which was very much at risk, redirecting \$331 million in state funding from the National Mortgage settlement to short term mortgage relief, maintaining a continuous appropriation of 20% of the California Climate Initiative funding for affordable housing (estimated at \$452 million in 2020-2021), supporting inclusion of \$552 million in funding for housing to the State in the federal CARES Act, and speeding the implementation of the \$4 billion Prop 1 grant funded programs.
- SBC has continued to track and support existing legislation to loosen zoning restrictions on commercial properties converting to housing uses.

WHAT IS ACHIEVABLE LOCAL HOUSING?

The term Achievable Local Housing was developed by the Mountain Housing Council in 2017 to define the range of housing needs in the region; from homeless UP TO the "missing-middle" (195% AMI levels).

Achievable local housing is a framework to describe both the traditional affordable housing rental homes as well as single family, for-sale homes for middle income families.

PARTNERS

NEUTRAL CONVENER: *Tahoe Truckee Community Foundation: Stacy Caldwell*

PROJECT FACILITATOR/PROJECT COORDINATOR: *Seana Doherty/Emily Vitas*

Community Collaborative of Tahoe Truckee – Alison Schwedner

Contractors Association of Truckee Tahoe – Kristi Thompson

Martis Fund – Heidi Volhardt Allstead / Tom Murphy

Mountain Area Preservation Foundation – Alexis Ollar

Nevada County – Brian Foss / Richard Anderson

North Lake Tahoe Resort Association – Brett Williams

North Tahoe Public Utility District – Susan Daniels (Sue) / Sarah Coolidge

Placer County – Cindy Gustafson / Jennifer Merchant

Sierra Business Council – Steve Frisch / Kristin York

Sierra Community House – Paul Bancroft / Teresa Crimmens

Squaw Valley Public Service District – Mike Geary / Eric Poulsen / Jessica Asher

Squaw Valley | Alpine Meadow – Jennifer Scharp

Sugar Bowl Resort – Monica Pette / Greg Dallas

Tahoe City Public Utility District – Sean Barclay / Scott Zumwalt

Tahoe Donner Homeowners Association – Annie Rosenfeld

Tahoe Forest Hospital District – Ted Owens

Tahoe Prosperity Center – Roger Kahn / Heidi Hill-Drum

Tahoe Regional Planning Agency – Joanne Marchetta / John Hester

Tahoe Sierra Board of Realtors – John Falk / Matt Hansen

Tahoe Truckee Unified School District – Robert Leri / Joan Zappettini

Town of Truckee – David Tirman / Yumie Dahn / Jeff Loux / Seana Doherty

Truckee Chamber | Truckee Tomorrow – John Manocchio / Lynn Saunders

Truckee Donner Public Utility District – Steven Poncelet / Regina Wise

Truckee Downtown Merchants Association – Stefanie Olivieri / Cassie Hebel

Truckee North Tahoe Transportation Management Association – Jaime Wright / Julia Tohlen

Truckee Tahoe Airport District – Kevin Smith / Rick Stephens

Vail Resorts/Northstar California – Jerusha Hall

TRACKING TOWARDS OUR MOUNTAIN HOUSING COUNCIL REGIONAL ACTION PLAN

CREATE NEW ACHIEVABLE LOCAL HOUSING

- GOALS:**
→ 300 new units over three years
- COLLECTIVE RESULTS TO DATE:**
DONE + IN THE WORKS | 417
ON THE HORIZON | 200+
- DONE + IN THE WORKS | 417**
COMPLETE (BUILT):
- ✓ 1: Quality Automotive – 1 deed restricted rental unit above auto shop, Truckee
 - ✓ 10: Tahoe City Marina – 8 market rate units, 2 low income, deed restricted units
 - ✓ 138: Coburn Crossing, Truckee – 132 deed restricted, market-rate apartments, 6 low income workforce units
- APPROVED, UNDER CONSTRUCTION:**
- ✓ 76: Railyard Artist Lofts, Truckee – 63 very low, 13 low income rental units
 - ✓ 48: Coldstream Specific Plan – 29 very low, 19 low income units
 - ✓ 3: Grocery Outlet, Truckee – low income rental units
 - ✓ 1: Pioneer Commerce Center Apartments, Truckee – 1 low income unit
 - ✓ 5: Voltaix, Kings Beach – 5 employee housing units
- APPROVED, UNBUILT:**
- ✓ 56: Meadow View Place, Placer – 56 low income rental units, Martis Valley (\$16.6M in funds secured)
- ✓ 3: 6731 Tahoe, “The Vision,” Placer – 3 employee housing units
 - ✓ 68: Frishman Hollow II – 68 low to moderate, income restricted family rental units, Truckee, CA
 - ✓ 2: Industrial Way Mixed-Use Project, Truckee – 2 workforce housing units
 - ✓ 6: Donner Lake 6, Truckee – 3 studios and 3 one-bedroom units (deed restricted to locals)
- ON THE HORIZON | 200+**
APPLICATION SUBMITTED:
- ✓ 83: Residences at Jibboom, Truckee – 50 workforce housing units deed restricted to locals and 33 units available for sale with down payment assistance available to locals. Undergoing CEQA review.
 - ✓ 69: Soaring Ranch Project, Truckee – 61 market-rate multi-family units, 8 low-income deed restricted units
 - ✓ TBD: Lizando Project, Truckee – Rental units serving the missing middle. \$780K commitment of funds from Truckee Tahoe Airport District.
- PRE-APPLICATION CONCEPTS:**
- ✓ 14: Dollar Hill Apartments – 14 achievable local housing rentals
 - ✓ 35–40: Truckee Cohousing – Serving a range of income levels (single family homes)
 - ✓ TBD: Dollar Creek Crossing (formally Nahas Project) – Locals’ Housing Project, Tahoe City, Placer County. Range of rental units (low-moderate income levels and 14+ for sale homes)

VISION

All people that work and live in the Tahoe-Truckee region have access to diverse, quality, and achievable housing.

MISSION

Accelerating solutions to achievable local housing for those that live in the Tahoe-Truckee region.

INCREASE FUNDING FOR HOUSING

- GOALS:**
→ \$15 million in three years to support range of housing
- COLLECTIVE RESULTS TO DATE | \$50,140,000**
- ✓ \$12.85M: \$3.8M local dollars leveraged \$9.6M through state tax credits to support the Artist Lofts, Truckee Railyard Project
 - ✓ \$250K: Funding from State Sustainability Grants (CAP and TRADE) for infrastructure work on Donner Pass Road
 - ✓ \$2M: Truckee General Fund investment for roundabout for 138 local-deed restricted apartment project (Coburn Crossing)
 - ✓ \$10.6M: State Funds committed to Cold Stream project for 48-low income housing units
 - ✓ \$16.6M: Funding from State Sustainability Grants (CAP and TRADE) secured for 56-unit project in Placer County
 - ✓ \$500K: Committed by Martis Fund to support down payment assistance program (2018–2019)
 - ✓ \$500K: Committed by Martis Fund to support down payment assistance program (2019–2020)
 - ✓ 780K: Total pledge from Truckee Tahoe Airport District for Lazando project (20 apartments)
 - ✓ \$2.6M: Nahas Project land purchase pledges to date: Placer County Housing Trust Fund (\$1.05M), Placer County Transient Occupancy Taxes (\$1M), Truckee Tahoe Airport District (\$500K), Placer County Canceled Capital Funds (\$50K) (*note: \$1M gap)
 - ✓ \$2M: Town of Truckee General Fund set aside (one time) for affordable and workforce housing programs
 - ✓ \$160,000 secured from SB-2 State HCD funds to accelerate affordable housing in the Town
 - ✓ \$500,000 allocated from Placer County general fund to develop a pilot program to accelerate the production of affordable housing (2019/2020)
 - ✓ \$40,000 Market research on part-time homeowners willing to rent to locals
 - ✓ \$20,000 Program Related Investment (PRI) for seed funding to launch Landing Locals
- 

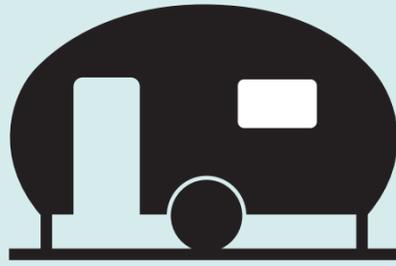
SECURE EXISTING HOUSING STOCK FOR LOCALS

- GOALS:**
→ 300 units over three years serving low income to achievable local levels
- COLLECTIVE RESULTS TO DATE | 109**
- ✓ (37) Landing: 37 homes matched with locals through the company’s online platform (Partnership with TTCF)
 - ✓ (8) Tahoe Donner: Eight homes (Seven leased, one owned) serving 61 winter seasonal employees
 - ✓ (6) Squaw Valley | Alpine: Six homes (29 available beds for employees)
 - ✓ (1) Tahoe Forest Hospital District: 11 homes (Seven leased, four owned)
 - ✓ (42) Tahoe Dave’s Skis and Boards: 42 units of housing: 25 tiny home units (Old 40 RV Park), own three units (rent to employees), mixed use units at shops (two, 1-bedrooms), rental deposits (average 4/yr), home buying down payment assistance (six total, \$25-\$100K), master leases (two units)
 - ✓ (15) Northstar California: Offering 52 beds in 15 units for employees
- 

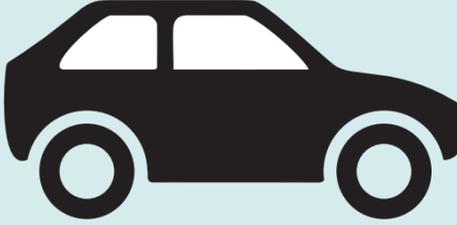
IMPLEMENT INNOVATIVE REGIONAL POLICY AGENDA + EDUCATIONAL TOOLS GOALS

- GOALS:**
→ Increase incentives, decrease barriers to accelerate range of housing types for broad range of income levels (up to 195% of AMI)
→ 10 solutions in three years
- COLLECTIVE RESULTS TO DATE:**
- ✓ Achievable Local Housing Policy Recommendation: Approved by Council, 1.9.18
 - ✓ Fee Policy Recommendation: Approved by Council, 9.18.18
 - ✓ State + Federal Policy Platform: Approved by Council 1.11.19
 - ✓ Short-term Rental White Paper: Research Paper approved by 25 of 29 partners
 - ✓ Accessory Dwelling Unit White Paper: Approved by 25 of 28 partners
 - ✓ Housing Tool Kit: Created visual tools for various housing topics on new website: Fall 2019
- *Above policies can be found at: <https://mountainhousingcouncil.org/about/>*

RETAIN EXISTING AFFORDABLE HOUSING

- GOALS:**
→ 30 units in three years
- COLLECTIVE RESULTS TO DATE:**
- ✓ 10 units in Sunset 1: Team working on strategy to preserve
- 

INCREASE % WORKERS THAT LIVE + WORK IN OUR REGION

- GOALS:**
→ 1% increase in three years
- COLLECTIVE RESULTS TO DATE:**
- ✓ Continue to support employer strategies and projects to create housing such as new JPA with: TFHD, TDPUD, TTUSD, TTAD
 - ✓ Continue education efforts on what employers can do to support housing such as via the Landing project
- 

Attachment D
Working Group Member Roles and Responsibilities

AGENDA ITEM VI.A

Attachment D

RE: Tahoe Living: Housing and Community Revitalization Initiative Working Group Member Roles and Responsibilities

DATE: August 12, 2020

Introduction:

To launch and implement the Tahoe Living Initiative, at its June 24, 2020 meeting, the TRPA Governing Board approved the formation of the Tahoe Living: Housing and Community Revitalization Working Group. The Working Group will be a formal committee of the TRPA's Advisory Planning Commission and will include up to 21 members comprising the local government members of the APC or a designated alternative staff person from their respective local governments; two members of the Regional Plan Implementation Committee, two members of the Local Government and Housing Committee, and up to ten community stakeholders.

TRPA will strive to present recommendations to Working Group members in as fully-developed a format as possible, in order to make the best use of Working Group member time and expertise. Working Group members are invited to critique and guide the process and recommendations. TRPA staff will look for opportunities to bring Working Group member expertise to bear on expanding the range of alternatives and options where appropriate, while endeavoring to move the process along expeditiously.

Structure:

Chair: The Chair of the APC will chair the working group.

Frequency and timing of meetings: Meetings will be held according to the timeline recommended to the Working Group by staff and posted on TRPA's Housing Webpage.

Responsibilities of Working Group Members:

- Attend meetings or designate an alternate to attend.
- Meetings will be held by video conference until further notice.
- Provide updates on member work where appropriate and relevant to other attendees.
- Review meeting materials before meetings. After the first meeting, materials will be posted two weeks prior to meetings.
- Provide timely feedback both at and between Working Group meetings.

- The Chair will seek consensus among Working Group members on recommendations, and where consensus is not possible, will record majority and minority opinions.
- The Tahoe Living Working Group will operate according to the APC's Operating Charter, Protocols and Principles (attached).

Public Participation:

Public participation at the Working Group meetings is welcomed and encouraged.

Working Group Members:

As of August 12, 2020

- El Dorado County representative (Brendan Ferry)
- Placer County representative (Shawna Purvines)
- Douglas County representative (Sam Booth)
- City of South Lake Tahoe Representative (Candace Stowell, John Hitchcock alternate)
- Washoe County Representative (Eric Young)
- Tim Callicrate, IVGID Board
- TRPA Local Government and Housing Committee members: Sue Novasel, Jim Lawrence
- TRPA Regional Plan Implementation Committee members: Cindy Gustafson, Brooke Laine
- Public Lands Manager: Jessica Wackenhut, California Tahoe Conservancy
- Builders: Pat Davison, Contractors Association of Tahoe-Truckee
- Affordable-Achievable Housing Developers: Meea Kang, Related; alternate: John Bacigalupi, PDG
- Environmental Community: Gavin Feiger, League to Save Lake Tahoe
- Community Land Trust: Jean Diaz, Saint Joseph Community Land Trust
- Realtors: Heather Lunsford, Carrara Nevada; alternate: Sharon Kerrigan, South Tahoe Association of Realtors
- Social Service Provider: Elizabeth Balmin, Sierra Community House; alternate: Bill Martinez, South Shore Family Resource Center
- Employer: Dora Akers, Vail Resorts
- Community Collaboratives: Chase Janvrin, Tahoe Prosperity Center; Stacy Caldwell, Tahoe-Truckee Community Foundation

Advisory Planning Commission Operating Charter

Preamble

In the context of environmental policy-making, solutions are most often found through the use of collaborative decision-making supported by a robust public stakeholder process. This Charter enhances the relevance and role of the TRPA Advisory Planning Commission (APC) beyond its baseline responsibilities specified in the Tahoe Regional Planning Compact (Public Law 96-551), TRPA Code of Ordinances, and the TRPA Rules of Procedure. Under this Charter, the APC functions as a standing advisory stakeholder group using a collaborative, participatory decision-making process to develop and offer recommendations on matters assigned to it by the Compact and referred to it by the TRPA Governing Board and Agency management staff.

Mission and Purpose

Mission: The baseline mission of the APC is specified by the TRPA Compact (Compact), Code of Ordinances, and Rules of Procedure. All aspects of this Charter will be carried out in compliance with the APC's baseline mission.

Purpose: APC members are recognized as stakeholders with professional expertise and community perspectives that can help advance important regional initiatives. This Charter validates the enhanced relevance of APC as a standing participatory public forum capable of developing broadly supported solutions to regional policy and planning issues.

In addition to its baseline responsibilities, the APC will seek and accept assignments from the TRPA Governing Board and management staff on any matters related to the Compact and Regional Plan. The APC will produce advisory recommendations grounded in sound science and technical principles that integrate environmental, economic, and social planning considerations as needed; and offer solutions that have broad stakeholder support based on engaging a participatory and collaborative public process.

This Charter provides for the creation of working groups, on an as needed basis, that may include other designated stakeholders as appropriate to enhance APC member contributions and elevate the value and broad-based support of APC recommendations.

In performing under this Charter, the APC will:

- Seek to provide valuable input to the Governing Board;
- Complement the efforts and objectives of TRPA staff and committees;
- Further the objectives of the Regional Plan;
- Advance the common goals of the Basin; and,
- Work efficiently within available resources.

Advisory Planning Commission Operating Protocols and Principles

APC Empowerment

The APC Operating Charter validates the APC as part of a “win-win” team with the Governing Board and is designed to secure active and continuing Governing Board sponsorship for a proactive work program. The APC endeavors to improve timely and effective communication with the Governing Board, including direct “face to face” discussion and post-policy recommendation debriefing.

Elevate Solutions

The APC actively seeks and accepts challenging assignments from the Governing Board or Agency management staff and develop innovative, practical solutions for consideration and recommendation. The APC generates solutions with broad support that add value to the TRPA mission. The Charter is established and implemented so the Governing Board realizes increased efficiency by the APC acting as a standing stakeholder working group providing consistently reliable recommendations from the diversity of informed professionals and community perspectives that make up the APC membership. To ensure all relevant viewpoints are considered, the APC has secured Governing Board consent to include additional stakeholders in APC discussions on an as needed basis.

Operating Principles

APC meetings are conducted efficiently, respecting opinions and giving all an equal opportunity to participate. All stakeholder and public input is valued and acknowledged. The APC meeting forum provides for and facilitates contributions of diverse professional expertise and community perspectives and recognizes the value of respectful collaboration. The APC seeks to use an interest-based approach to develop the best possible solutions with the broadest possible support, including opportunities for the public to add value.

Members: APC members are recognized as stakeholders with professional expertise and community perspectives that can help advance TRPA and Governing Board initiatives. Through its Operating Charter, APC members engage productively, improve process integrity, foster enthusiasm and ownership, encourage innovation, and provide organizational consistency, credibility, and influence.

Roles: APC members provide essential (1) knowledge, (2) expertise, and (3) two-way communication potential with stakeholders that effectively expand the capacity and capability of the Governing Board and Agency. The APC adds value by assisting the Governing Board and Agency staff with effective, streamlined, simplified decision-making using a process that considers the “big picture” and yields implementable results. This approach expands the overall capacity of the organization by improving the consistency of recommendations, positioning the APC as a credible resource,

solving more problems, saving time and resources, and helping the Governing Board's focus on critical regional issues.

Operating Protocols

The APC seeks to operate as a functional advisory commission in accordance with its baseline responsibilities and enhanced operating principles, consistent with the expectations of the Governing Board, and supported by TRPA staff.

Meeting Planning and Timing: APC members are expected to calendar and participate in monthly meetings as scheduled. Meeting agendas are issued and publicly posted in advance, consistent with APC meeting protocols. Members are expected to prepare for full meeting participation by thoroughly reviewing all materials prior to the meeting.

Meeting Procedures: APC meetings are conducted by the Chair, or by the Vice Chair in the Chair's absence. APC members elect a Chair and Vice-Chair for two-year terms. Any motion made during the course of a meeting is to be accompanied by a second in order for the motion to be considered and voted upon.

Professional Conduct: The APC conducts itself in an ethical and professional manner to build trust and strengthen credibility with its Governing Board sponsors.

Group Process Agreements

- Arrive promptly and stay for the duration of the meeting.
- The best solutions are the product of robust idea exchange. Keep an open mind and offer ideas within the scope of the Compact requirements and APC and Governing Board interests and objectives.
- Collaborative decision-making is a process of cooperation and compromise. To achieve the best solutions, no member interest can prevail at the expense of the collective.
- Collaboration requires active and passionate listening and engagement.
- Recognize that no one of us are as smart as all of us.
- Accept and honor decisions made, and move on.
- We work with those APC members who show up.
- Once made, we keep commitments.
- We participate in a problem-solving approach based on respectful and constructive dialogue, where the interests of all participants are considered in developing proposals and recommendations.
- When appropriate, APC members distinguish between individual and organizational perspectives.

Decision Protocols

The APC endeavors to produce quality policy recommendations that are consistently guided by discussion and decision protocols that align the actions of the APC with the Compact and strategic goals of the Governing Board. To achieve this level of decision quality and fidelity, the APC focuses on developing recommendations that are:

- Feasible
- Sound and Defensible
- Implementable
- The “Best Way” (to achieve desired objectives)
- Politically realistic

Decision Making by Consensus

The APC tailors its problem-solving and decision-making methods to the requirements, needs and complexity of the matter, but generally and as appropriate APC applies a standardized problem solving foundation that includes: (1) first understanding “why” (objectives); (2) followed by identification of the problem with information gathering, analysis of options, and feasibility assessments; and (3) ending with selection of the best possible solutions considering the options analyzed.

Clear agreements and indications of the public’s understanding and support foster forward progress and build trust for the APC. Improved and streamlined processes that advance feasible and effective recommendations lead to better overall adaptive management and continuous improvement for matters pertinent to the Compact. In a workshop setting, as appropriate to the matter being discussed, the APC Chair may invite non-APC member stakeholders to “sit at the table” and engage in the discussion for the purpose of helping to shape an idea or proposal for APC consideration.

On occasion, and after fully sufficient dialogue, members may be asked to indicate their agreement in the form of a simple decision to pursue a specific direction, recommendation, or conclude discussion of a specific topic or action. The APC is consensus seeking and attempts to resolve each member’s concerns before asking for agreement and closing a discussion regarding a recommendation. The agreement process proceeds according to the following steps:

1. Any member (including the Chair) may request the Chair ask the commission members for an indication of agreement.
2. APC may use the Consensus Gauge or a similar process to identify areas of agreement or disagreement to help shape a proposal before the proposal evolves to a motion for formal consideration by APC members.
3. If a member voices a concern, it is discussed and indication of agreement may be requested again either later in the meeting or in a subsequent meeting.
4. To sustain the forward progress of APC work, it may be necessary to record member agreement related to a specific item without full member consensus. If certain members have persistent concerns that prevent them from agreeing to the item, then both the majority and minority opinions are recorded.

5. Any member may request that an agreement (but not a vote, unless requested consistent with appropriate rules of procedure) be discussed or reviewed at the next meeting.

Boundaries

Effective groups self-impose constraints to preserve focus, process integrity, and increase the likelihood of consensus results. Accordingly, this APC, as expressed in the Charter; will:

- Seek to provide valuable input to the Governing Board;
- Complement the efforts and objectives of TRPA staff and committees;
- Further the objectives of the Regional Plan;
- Advance the common goals of the Basin; and.
- Work efficiently within available resources.

Adjusting the Charter or Operating Principles

The “APC Operating Charter” or this “APC Operating Protocols and Principles” may be updated periodically to adjust to changing context, emergent questions, or as requested by APC members or the Governing Board. When changes are proposed, a redline version of the Charter shall be sent to the APC members. In order for changes to become effective, as part of a regular meeting agenda, the members will discuss and agree to acceptable changes.

Attachment E
Draft Timeline

AGENDA ITEM VI.A

