



TAHOE FOREST HOSPITAL DISTRICT

2020-10-22 Regular Meeting of the Board of Directors

Thursday, October 22, 2020 at 4:00 p.m.

Pursuant to Section 3 of Executive Order N-29-20, issued by Governor Newsom on March 17, 2020, the Regular Meeting of the Tahoe Forest Hospital District Board of Directors for October 22, 2020 will be conducted telephonically through Zoom.

Please be advised that pursuant to the Executive Order, and to ensure the health and safety of the public by limiting human contact that could spread the COVID-19 virus, the Eskridge Conference Room will not be open for the meeting.

Board Members will be participating telephonically and will not be physically present in the Eskridge Conference Room.

If you would like to speak on an agenda item, you can access the meeting remotely: Please use this web link: <https://tfhd.zoom.us/j/99357888143>

If you prefer to use your phone, you may call in using the numbers listed: (346) 248 7799 or (301) 715 859
Meeting ID: 993 5788 8143



Meeting Book - 2020-10-22 Regular Meeting of the Board of Directors

Agenda Packet Contents

AGENDA

2020-10-22 Regular Meeting of the Board of Directors_FINAL
Agenda.pdf Page 4

ITEMS 1 - 11 See Agenda

12. SAFETY FIRST

No related materials.

13. ACKNOWLEDGMENTS

13.1. October 2020 Employee of the Month.pdf Page 8

13.2. IVCH Quest for Zero 2020 092020.pdf Page 9

13.3. 2021 Own the Bone.pdf Page 10

13.4. NNHRA Best Places to Work.pdf Page 11

14. MEDICAL STAFF EXECUTIVE COMMITTEE

14.1.a. MEC Cover Sheet.pdf Page 12

14.1.b. Labor - Cervical Ripening with a Foley Catheter Bulb- DWFC-
1498-Chang....pdf Page 13

14.1.c. DRAFT Overlapping Surgery Policy, DOR-.pdf Page 16

15. CONSENT CALENDAR

15.1. Approval of Meeting Minutes

15.1.1. 2020-09-24 Regular Meeting of the Board of
Directors_DRAFT Minutes.pdf Page 24

15.2. Financial Report

15.2.1. Financial Report - September 2020.pdf Page 28

15.3. Board Reports

15.3.1. President-CEO Board Report - October 2020.pdf Page 57

15.3.2. COO Board Report - October 2020.pdf Page 60

15.3.3. CNO Board Report - October 2020.pdf Page 63

15.3.4. CIIO Board Report - October 2020.pdf Page 65

15.3.5. CMO Board Report - October 2020.pdf Page 66

15.4. Policy Review

15.4.1. Onboarding and Continuing Education of Board Members,
ABD-19 2020_1014 governance edits.pdf Page 67

15.4.2. Order and Decorum 2020_1016.pdf

Page 69

15.5. Approval of Corporate Compliance Report

15.5.1. Q3 2020 Compliance Program Report OPEN SESSION
Informational Report.pdf

Page 73

16. ITEMS FOR BOARD DISCUSSION

16.1. TTWHA Presentation

16.1.a. TTWHA_TFHD Update_102220.pdf

Page 77

16.1.b. TTWHA Presentation_WSW Consulting.pdf

Page 84

16.1.c. TTWHA Employee Housing Study_FINAL.pdf

Page 99

16.1.d. TFHD survey fillout.pdf

Page 187

17. ITEMS FOR BOARD ACTION

17.1. CEO request of the Board for funding of Newco.pdf

Page 200

17.2. Resolution 2020-07 RHC application IM OB.pdf

Page 201

17.3. Extension of FY19-21 Strategic Plan.pdf

Page 202

ITEMS 18 - 23: See Agenda

24. ADJOURN



REGULAR MEETING OF THE BOARD OF DIRECTORS AGENDA

Thursday, October 22, 2020 at 4:00 p.m.

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Meeting ID: 993 5788 8143

Public comment will also be accepted by email to mrochefort@tfhd.com. Please list the item number you wish to comment on and submit your written comments 24 hours prior to the start of the meeting.

Oral public comments will be subject to the three minute time limitation (approximately 350 words). Written comments will be distributed to the board prior to the meeting but not read at the meeting.

1. CALL TO ORDER

2. ROLL CALL

3. DELETIONS/CORRECTIONS TO THE POSTED AGENDA

4. INPUT AUDIENCE

This is an opportunity for members of the public to comment on any closed session item appearing before the Board on this agenda. Please state your name for the record. Comments are limited to three minutes. Written comments should be submitted to the Clerk of the Board 24 hours prior to the meeting to allow for distribution.

5. CLOSED SESSION

5.1. Hearing (Health & Safety Code § 32155)◆

Subject Matter: Third Quarter 2020 Corporate Compliance Report

Number of items: One (1)

5.2. Conference with Real Property Negotiator (Gov. Code § 54956.8)◆

Property Parcel Number: 019-460-042

Agency Negotiator: Judith Newland

Negotiating Parties: Hidden Lake Properties Inc.

Under Negotiation: Price & Terms of Payment

5.3. Conference with Legal Counsel; Anticipated Litigation (Gov. Code § 54956.9(d)(2) & (d)(3)) ◆

A point has been reached where, in the opinion of the Board on the advice of its legal counsel, based on the below-described existing facts and circumstances, there is a significant exposure to litigation against the District.

Receipt of Claim pursuant to Tort Claims Act or other written communication threatening litigation (copy available for public inspection in Clerk's office). (Gov. Code 54956.9 (e)(3))

Name of Person Threatening Litigation: Blake Hoffman

5.4. Conference with Legal Counsel; Anticipated Litigation (Gov. Code § 54956.9(d)(2) & (d)(3)) ◆

A point has been reached where, in the opinion of the Board on the advice of its legal counsel, based on the below-described existing facts and circumstances, there is a significant exposure to litigation against the District.

Receipt of Claim pursuant to Tort Claims Act or other written communication threatening litigation (copy available for public inspection in Clerk's office). (Gov. Code 54956.9 (e)(3))

Name of Person Threatening Litigation: Julina Wiederkehr

5.5. Hearing (Health & Safety Code § 32155)

Subject Matter: Quality Assurance Report

Number of items: One (1)

5.6. Conference with Legal Counsel; Existing Litigation (Gov. Code § 54956.9(d)(1))

Case Name Unspecified: Case name would jeopardize settlement negotiations

5.7. Approval of Closed Session Minutes ◆

09/24/2020

5.8. TIMED ITEM – 5:30PM - Hearing (Health & Safety Code § 32155) ◆

Subject Matter: Medical Staff Credentials

APPROXIMATELY 6:00 P.M.

6. DINNER BREAK

7. OPEN SESSION – CALL TO ORDER

8. REPORT OF ACTIONS TAKEN IN CLOSED SESSION

9. DELETIONS/CORRECTIONS TO THE POSTED AGENDA

10. INPUT – AUDIENCE

This is an opportunity for members of the public to address the Board on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes. Written comments should be submitted to the Board Clerk 24 hours prior to the meeting to allow for distribution. Under Government Code Section 54954.2 – Brown Act, the Board cannot take action on any item not on the agenda. The Board Chair may choose to acknowledge the comment or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting.

11. INPUT FROM EMPLOYEE ASSOCIATIONS

This is an opportunity for members of the Employee Associations to address the Board on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes.

12. SAFETY FIRST

13. ACKNOWLEDGMENTS

- 13.1. October 2020 Employee of the Month ATTACHMENT
- 13.2. IVCH Quest for Zero Emergency Department Initiative ATTACHMENT
- 13.3. Own the Bone Recognition..... ATTACHMENT
- 13.4. Northern Nevada Human Resources Association Best Places to Work Award..... ATTACHMENT

14. MEDICAL STAFF EXECUTIVE COMMITTEE ♦

- 14.1. Medical Executive Committee (MEC) Meeting Consent Agenda ATTACHMENT
MEC recommends the following for approval by the Board of Directors:
Policy with changes
 - Labor - Cervical Ripening with a Foley Catheter Bulb, DWFC-1498New Policy
 - Overlapping Surgery Policy

15. CONSENT CALENDAR ♦

These items are expected to be routine and non-controversial. They will be acted upon by the Board without discussion. Any Board Member, staff member or interested party may request an item to be removed from the Consent Calendar for discussion prior to voting on the Consent Calendar.

15.1. Approval of Minutes of Meetings

- 15.1.1. 09/24/2020 ATTACHMENT

15.2. Financial Reports

- 15.2.1. Financial Report – September 2020 ATTACHMENT

15.3. Informational Staff Reports

- 15.3.1. President & CEO Board Report ATTACHMENT
- 15.3.2. Chief Operating Officer Board Report ATTACHMENT
- 15.3.3. Chief Nursing Officer Board Report..... ATTACHMENT
- 15.3.4. Chief Information & Innovation Officer Board Report..... ATTACHMENT
- 15.3.5. Chief Medical Officer Board Report ATTACHMENT

15.4. Policy Review

- 15.4.1. Onboarding and Continuing Education of Board Members, ABD-19..... ATTACHMENT
- 15.4.2. Order & Decorum ATTACHMENT

15.5. Approval of Corporate Compliance Report

- 15.5.1. Third Quarter Corporate Compliance Report..... ATTACHMENT

16. ITEMS FOR BOARD DISCUSSION

- 16.1. Truckee Tahoe Workforce Housing Agency Presentation ATTACHMENT
The Board of Directors will receive an update and workforce housing survey presentation from the Truckee Tahoe Workforce Housing Agency.

17. ITEMS FOR BOARD ACTION ♦

- 17.1. Initial Investment to Form New Company with Local Health Systems ♦ ATTACHMENT
The Board of Directors will consider authorization of an initial investment to form a new company allowing collaboration with three other local health systems.

17.2. Resolution 2020-07 ♦ ATTACHMENT

The Board of Directors will consider approval of a resolution authorizing a Rural Health Clinic application for Internal Medicine/Obstetric clinic.

17.3. Extension of FY2019-2021 Strategic Plan ♦ ATTACHMENT

The Board of Directors will consider extending the fiscal year 2019-2021 Strategic Plan through June 30, 2022.

18. DISCUSSION OF CONSENT CALENDAR ITEMS PULLED, IF NECESSARY

19. BOARD COMMITTEE REPORTS

20. BOARD MEMBERS REPORTS/CLOSING REMARKS

21. CLOSED SESSION CONTINUED, IF NECESSARY

22. OPEN SESSION

23. REPORT OF ACTIONS TAKEN IN CLOSED SESSION, IF NECESSARY

24. ADJOURN

The next regularly scheduled meeting of the Board of Directors of Tahoe Forest Hospital District is November 19, 2020 at Tahoe Forest Hospital, 10121 Pine Avenue, Truckee, CA, 96161. A copy of the board meeting agenda is posted on the District's web site (www.tfhd.com) at least 72 hours prior to the meeting or 24 hours prior to a Special Board Meeting.

*Denotes material (or a portion thereof) may be distributed later.

Note: It is the policy of Tahoe Forest Hospital District to not discriminate in admissions, provisions of services, hiring, training and employment practices on the basis of color, national origin, sex, religion, age or disability including AIDS and related conditions. Equal Opportunity Employer. The telephonic meeting location is accessible to people with disabilities. Every reasonable effort will be made to accommodate participation of the disabled in all of the District's public meetings. If particular accommodations for the disabled are needed or a reasonable modification of the teleconference procedures are necessary (i.e., disability-related aids or other services), please contact the Clerk of the Board at 582-3481 at least 24 hours in advance of the meeting.



OCTOBER 2020 EMPLOYEE OF THE MONTH

GAIL LIEBERMAN

LAB ASSISTANT III – LABORATORY

We are honored to announce Gail Lieberman as our October 2020 Employee of the Month! Here are a few of the great things Gail's colleagues have to say about her:

"In the ever-changing lab world of "How are we processing Covid specimens?!", Gail has lead the lab team on how to most efficiently and accurately test our patients for Covid. Gail quickly grasps processes and shares her knowledge with others. Gail also always takes care of complicated orders or problems without hesitation. Gail is patient and kind in explaining a problem, and she shares her problem solving strategy with all of us so we all learn for future issues. I am so grateful to have Gail as a coworker. As an employee "in the background" of Covid testing at TFH, she is serving patients and our community in ways that are hard for non-healthcare citizens to comprehend."

Please join us in congratulating all of our Terrific Nominees!

Erica Chavez

Dylan Cole

Valerie Moore

Lisa Sordelli

Tamara Troxel

Alicia Valles

QUEST FOR ZERO: Excellence in ED

It is my distinct privilege to congratulate

Tahoe Forest Health System - Incline Village Hospital

for your commitment to constant improvement as, together,
we strive to eliminate preventable harm to those in need of emergent care.

I would like to recognize your team's commendable achievement
for having met Tier 1 and Tier 2 requirements of

BETA Healthcare Group's Quest for Zero: ED Initiative in 2020.

In your seventh year of participation, a significant impact
is being made to the lives of those entrusted to your care.

Congratulations for making quality of care a priority!



R. COREY GROVE
CHIEF EXECUTIVE OFFICER
BETA HEALTHCARE GROUP



**OUTSTANDING HOSPITALS DON'T SIMPLY TREAT FRAGILITY FRACTURES—
THEY PREVENT FRACTURES FROM RECURRING**

THE BEST HOSPITALS AND PRACTICES OWN THE BONE

AMERICAN ORTHOPAEDIC ASSOCIATION



Providers & patients united for improved care.

The American Orthopaedic Association applauds the following institutions for their achievements and participation in the Own the Bone® quality improvement program:



STAR PERFORMERS

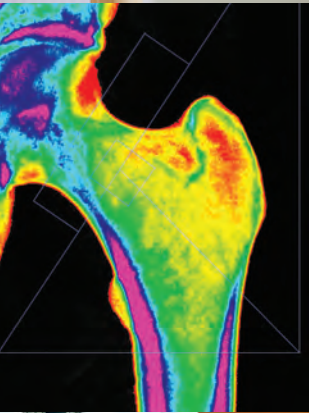
Institutions are recognized for at least 75% compliance on at least 5 of the 10 recommended secondary fracture prevention measures over the last year.



- AdventHealth Orlando - Winter Park, FL
- Allegheny Health Network (AHN) - Jefferson Hospital - Pittsburgh, PA
- Anne Arundel Medical Group Orthopedics and Sports Medicine Specialists - Annapolis, MD
- Ascension Sacred Heart - Pensacola, FL
- Baptist Orthopedic Hospital at Mission Trail - San Antonio, TX
- Berkshire Medical Center - Pittsfield, MA
- Blue Mountain Hospital - Blanding, UT
- Bryan Medical Center - Lincoln, NE
- ^ChristianaCare, Christiana Hospital - Greenville, DE
- ^ChristianaCare, Wilmington Hospital - Wilmington, DE
- CHRISTUS Mother Frances Hospital - Tyler - Tyler, TX
- Coastal Fracture Prevention Center - Sebastian, FL
- Concord Hospital - Concord, NH
- Cooper Health System - Camden, NJ
- *Dean Medical Group Orthopedics - Madison, WI
- Eastern Maine Medical Center - Bangor, ME
- *Excela Health Physician Practices, Inc. - Greensburg, PA
- Fairchild Medical Clinic - Yreka, CA
- Forsyth Medical Center - Winston-Salem, NC
- Froedtert & the Medical College of Wisconsin - Milwaukee, WI
- Greater Baltimore Medical Center - Baltimore, MD
- Hartford HealthCare Bone and Joint Institute - Hartford, CT
- Henry Ford Hospital - Detroit, MI
- Hoag Orthopedic Institute - Irvine, CA
- Huntington Hospital - Northwell Health - Huntington, NY
- JPS Health Network - Fort Worth, TX

- Lahey Hospital and Medical Center - Burlington, MA
- LewisGale Medical Center - Salem, VA
- MaineGeneral Orthopaedics - Augusta, ME
- Marshfield Clinic Health System - Marshfield, WI
- Medical City Healthcare at Arlington - Arlington, TX
- Medical University of South Carolina - Charleston, SC
- Memorial Regional Hospital - Hollywood, FL
- Mendelson Kornblum Orthopedic & Spine Specialists - Warren, MI
- Miami Valley Hospital - Dayton, OH
- Michigan Medicine, University of Michigan - Ann Arbor, MI
- Mission Hospital - Asheville, NC
- Newton Medical Center - Newton, KS
- North Central Baptist Hospital - San Antonio, TX
- Norton Women's and Children's Hospital - Louisville, KY
- NYU Langone Health - New York, NY
- NYU Winthrop Hospital - Mineola, NY
- OhioHealth Grant Medical Center - Columbus, OH
- OHSU Department of Orthopaedics & Rehabilitation - Portland, OR
- Orthopaedic Associates of Michigan - Grand Rapids, MI
- Orthopedic Associates of SW Ohio - Dayton, OH
- Overlake Medical Center & Clinics - Bellevue, WA
- *Park Nicollet Methodist Hospital/TRIA Orthopaedic Center - Minneapolis, MN
- Penn Medicine Princeton Medical Center - Plainsboro, NJ
- *Penrose-St. Francis Health Services - Colorado Springs, CO

- *Prisma Health - Upstate - Greenville, SC
- ProMedica Toledo Hospital - Toledo, OH
- Regions Hospital - Minneapolis, MN
- *Sanford Medical Center - Fargo - Fargo, ND
- SIH Herrin Hospital - Herrin, IL
- South Texas Fracture Prevention Clinic - San Antonio, TX
- Southeast Georgia Health System - Brunswick, GA
- St. Luke's Health System Osteoporosis and Bone Health Program - Boise, ID
- St. Vincent's Medical Center - Bridgeport, CT
- St. Luke's University Hospital and Health Network - Bethlehem, PA
- Tahoe Forest Health System - Truckee, CA
- Tallahassee Memorial Health Care - Tallahassee, FL
- The Bone and Joint Center at AdventHealth Zephyrhills - Zephyrhills, FL
- The Christ Hospital Health Network - Cincinnati, OH
- The Methodist Hospitals, Ortho Spine Center - Merrillville, IN
- UnityPoint Endocrinology, Diabetes and Metabolism and Midwest Orthopedics - Peoria, IL
- University Hospital - San Antonio, TX
- University of Iowa Hospitals & Clinics - Iowa City, IA
- University of Wisconsin Hospitals and Clinics - Madison, WI
- VCU Health - Richmond, VA
- Wake Forest Baptist Medical Center - Winston-Salem, NC
- *WVU Medicine Department of Orthopedics - Morgantown, WV
- *Yale New Haven Hospital Fragility Hip Fracture Program - New Haven, CT



*first in state to enroll in Own the Bone® | *recognized as a newly enrolled institution

Own the Bone is a national quality improvement initiative that provides tools and a web-based registry to ensure fragility fracture patients receive bone health care to prevent future fractures.

www.ownthebone.org



The AOA recognizes **Amgen** for its 2020 Educational Alliance support.



**BEST
PLACES
TO WORK
NORTHERN
NEVADA**

Tahoe Forest Health System is honored to announce that we received the 2nd place award at the Best Places to Work event this year! The Northern Nevada Human Resources Association includes businesses located in all of Reno, Carson City, Truckee and North Tahoe regions. This year our employees scored us higher and our overall engagement score increased from 83.76 in 2019 to a remarkable 87.10 in 2020. We are so proud of our amazing team and the amazing culture that we have here. Thank you to all of our employees for voting us as one of the best places to work!

AGENDA ITEM COVER SHEET

ITEM	Medical Executive Committee (MEC) Consent Agenda
RESPONSIBLE PARTY	Greg Tirdel, MD, Chief of Staff
ACTION REQUESTED?	For Board Action
BACKGROUND: During the October 15, 2020 Medical Executive Committee meeting, the committee made the following open session consent agenda item recommendations to the Board of Directors at the October 22, 2020 meeting.	
SUMMARY/OBJECTIVES: Approval of the following consent agenda items: <u>Policy With Changes</u> 3. Labor – Cervical Ripening with a Foley Catheter Bulb, DWFC-1498 <u>New Policy</u> 4. Overlapping Surgery Policy	
SUGGESTED DISCUSSION POINTS: None.	
SUGGESTED MOTION/ALTERNATIVES: Move to approve the Medical Executive Committee consent agenda as presented.	
LIST OF ATTACHMENTS: <ul style="list-style-type: none"> • Labor – Cervical Ripening with a Foley Catheter Bulb, DWFC-1498 • Overlapping Surgery Policy 	



**TAHOE
FOREST
HEALTH
SYSTEM**

Origination Date: 09/2014
Last Approved: N/A
Last Revised: 09/2020
Next Review: 1 year after approval
Department: Women and Family Center - DWFC
Applicabilities: Tahoe Forest Hospital

Labor - Cervical Ripening with a Foley Catheter Bulb, DWFC-1498

PURPOSE:

To provide guidelines for the insertion and use of balloon catheters as a method for cervical ripening when the cervix is unfavorable for induction and delivery is indicated. Cervical changes consistent with ripening can usually be noticed within 8-12 hours of the procedure. Oxytocin can also be initiated concurrently with the catheter in place, and this practice has been found to increase the rate of delivery within 24 hours.

POLICY:

This procedure may be performed on Labor and Delivery by a physician using direct visualization of the cervix. A registered nurse may remove the balloon catheter. Caution should be observed if the woman has a history of major uterine surgery. The fetus should be in a vertex position, and that there is no evidence of placenta previa or low-lying placenta.

PROCEDURE:

- A. The woman and her family will be educated by the physician regarding procedure, purpose, benefits and risks, with any questions addressed.
- B. Obtain required equipment for the procedure and place at bedside. The physician will specify which balloon catheter is preferred prior to beginning the procedure.
 1. A double balloon catheter specifically designed for cervical ripening is available (Cook Cervical Ripening Balloon (CRB)); alternatively, a single balloon catheter (Foley bladder catheter with 30mL balloon) can be used. Randomized trials have reported equivalent clinical outcomes for the two types of catheter
- C. Perform a vaginal exam prior to the insertion of the balloon catheter and document cervical dilation, effacement, consistency of the cervix, position, and station of the infant.
- D. Obtain a fetal heart rate (FHR) tracing of at least 20 minutes before insertion of balloon catheter by physician. Fetal heart rate pattern should be category I or II with absence of significant FHR decelerations.
- E. During balloon placement the patient should be positioned in a lithotomy position, with the uterus displaced for optimal visualization of the cervix.

- F. The RN will remain at bedside throughout the procedure to assist the physician in preparing the cervix and vagina with an antiseptic solution and inflation of balloon(s) as directed.
1. Cook Cervical Ripening Balloon (CRB)
 - a. Once both balloons have entered the cervical canal, Inflate the uterine balloon with 40 mL of saline or sterile water.
 - b. Following inflation of the uterine balloon, the physician will pull the device back until the balloon abuts the internal cervical os.
 - c. Inflate the vaginal balloon with 20mL of saline or sterile water as directed by the physician.
 - d. Once the balloons are situated on either side of the cervix, additional saline may be added (maximum of 80 mL per balloon).
 2. Foley bladder catheter with 30mL balloon
 - a. Once the Foley catheter has been passed through the internal cervical os by the physician, inflate the Foley balloon with approximately 30mL of sterile normal saline or sterile water per physician instruction.
- G. Secure the catheter tubing to the patient's inner thigh.
- H. When traction is ordered by the physician:
1. Withdraw the Foley at 1 cm per hour and secure tubing to the woman's inner thigh with traction.
 2. Discontinue traction if the woman experiences vasovagal symptoms, and notify the physician.

Note: A small amount of bloody show has been reported in some cases after insertion and inflation of the balloon catheter.

- A. Maternal and fetal assessment to be completed and documented per Electronic Fetal Monitoring policy.
- B. Infuse oxytocin, per physician order, following Induction and Augmentation Pitocin policy (there are **no** additional titration restrictions applied).
- C. Cytotec, may be administered per physician order, following Cervical Ripening with Prostaglandin policy guidelines.
- D. Deflate and remove the balloon catheter and inform the physician if the following occurs:
 1. Rupture of membranes
 2. Maternal fever
 3. Vaginal bleeding
 4. Uterine tachysystole
 5. Indeterminate or abnormal fetal heart rate
- E. The ~~cervical ripening balloon should remain~~ catheter is typically left in place until it is extruded; if not extruded, it is removed by 12 hours after insertion. That said, there is no longer absolute contraindication to leaving the catheter in place for more than 12 hours once active labor is induced. Follow physician orders for removal.
 1. Remove all of fluid from the balloon(s) using a syringe, and
 2. Apply gentle traction to remove the catheter.

DOCUMENTATION:

All Documentation will take place in the Electronic Medical Record (EMR)

- A. Physician to document informed consent
- B. Vaginal exam, Bishop's score, fetal position, and placental location before procedure.
- C. Amount fluid volume in milliliters used to inflate balloon(s).
- D. Maternal and fetal assessment before, during, and after the procedure.
- E. Patient tolerance to the procedure and comfort measures provided.
- F. Time of catheter placement, removal, or expulsion from cervix/vagina.

Related Policies/Forms:

[Labor - Electronic Fetal Monitoring, DWFC-1412](#)

[Labor – Cervical Ripening with Prostaglandin E1\(Cytotec\) or E2 \(Cervidil\), DWFC-1488](#)

[Labor - Induction and Augmentation Pitocin, DWFC-1415](#)

References:

Simpson, K. R. (1998). *Cervical ripening and induction and augmentation of labor* (3rd ed.). Washington, D. C. : AWHONN.

[UpToDate: Techniques for ripening the unfavorable cervix prior to induction, Jun 03, 2019 Apr 27, 2020](#)

Schoen C.N, Grant G, Berghella V, Hoffman M.K, Sciscione A. PubMed, Obstet Gynecol,2017 Jun:129(6): 1046-1053

cookmedical.com

[Penn Medicine News](#)

All revision dates:

09/2020, 07/2019, 06/2018, 01/2018, 08/2017, 08/2016, 09/2015, 12/2014

Attachments

No Attachments

Approval Signatures

Step Description	Approver	Date
	Kerry Milligan: Director, Acute Services	pending
	Ellie Cruz: Nurse Manager, W & F	09/2020

Overlapping Surgery Policy, DOR-#

PURPOSE: To define the practice and processes for overlapping surgery.

POLICY: All operating room personnel, surgeons, and surgical first assists are to be aware of the American College of Surgeons (ACS) descriptions and recommendations for overlapping surgery.

As defined below by the ACS Consensus Statement on Principles 2016, overlapping surgery is acceptable, concurrent is not appropriate.

PROCEDURE:

Overlapping Operations

Overlap of two distinct operations by the primary attending surgeon occurs in two general circumstances.

The first and most common scenario is when the key or critical elements of the first operation have been completed, and there is no reasonable expectation that the primary attending surgeon will need to return to that operation. In this circumstance, a second operation is started in another operating room while a qualified practitioner performs noncritical components of the first operation—for example, wound closure—allowing the primary surgeon to initiate the second operation. In this situation, a qualified practitioner must be physically present in the operating room of the first operation.

The second and less common scenario is when the key or critical elements of the first operation have been completed and the primary attending surgeon is performing key or critical portions of a second operation in another room. In this scenario, the primary attending surgeon must assign immediate availability in the first operating room to another attending surgeon.

The patient needs to be informed in either of these circumstances. The performance of overlapping procedures should not negatively affect the seamless and timely flow of either procedure.

Concurrent or Simultaneous Operations

Concurrent or simultaneous operations occur when the critical or key components of the procedures for which the primary attending surgeon is responsible are occurring all or in part at the same time. The critical or key components of an operation are determined by the primary attending surgeon. A primary attending surgeon's involvement in concurrent or simultaneous surgeries on two different patients in two different rooms is inappropriate.

Delegation to Qualified Practitioners

The surgeon may delegate part of the operation to qualified practitioners including but not limited to residents, fellows, anesthesiologists, nurses, physician assistants, nurse practitioners, surgical assistants, or another attending under his or her personal direction. However, the primary attending surgeon's personal responsibility cannot be delegated. The surgeon must be an active participant throughout the key or critical components of the operation. The overriding goal is the assurance of patient safety.

Definitions

In an effort to provide some standardization of nomenclature, the following definitions are provided:

Backup surgeon/surgical attending

The qualified surgical attending who has been designated to provide immediately available coverage for an operation, during a period when the primary surgeon might be unable to fill this role.

Concurrent or simultaneous operations

Surgical procedures when the critical or key components of the procedures for which the primary attending surgeon is responsible are occurring all or in part at the same time.

“Critical” or “key” portions of an operation

The “critical” or “key” portions of an operation are those stages when essential technical expertise and surgical judgment are necessary to achieve an optimal patient outcome. The critical or key portions of an operation are determined by the primary attending surgeon.

Immediately available

Reachable through a paging system or other electronic means, and able to return immediately to the operating room. This term should be defined more completely by the local institution.

Informed consent

Described in American College of Surgeons Statements on Principles [II.A.](#)

Multidisciplinary operations

An example of a multidisciplinary operation is a procedure in which a surgeon of one specialty provides the exposure required by a second surgeon who performs the main surgical intervention (such as a general or thoracic surgeon providing exposure for a neurosurgeon or orthopaedist to operate on the spine). Another example would be an operation that requires the involvement of two or more surgeons of different specialties (such as chest wall or head and neck resection followed by plastic surgical reconstruction, face or hand transplantation, and repair of complex craniofacial defects).

“Overlapping or sequenced” operations for surgeons

The practice of the primary surgeon initiating and participating in another operation when he or she has completed the critical portions of the first procedure and is no longer an essential participant in the final phase of the first operation. These are by definition surgical procedures where key or critical portions of the procedure are occurring at different times.

Physically present

Located in the same room as the patient.

Primary attending surgeon

Considered the surgical attending of record or the principal surgeon involved in a specific operation. In addition to his or her technical and clinical responsibilities, the primary surgeon is responsible for the orchestration and progress of a procedure.

Qualified practitioner

Any licensed practitioner with sufficient training to conduct a delegated portion of a procedure without the need for more experienced supervision and who is approved by the hospital for these operative or patient care responsibilities.

RELATED POLICIES/FORMS: (ARE THERE RELATED POLICIES?)

REFERENCES:

1. <https://www.facs.org/about-acs/statements/stonprin#anchor172771>

American College of Surgeons Statements on Principles:

Definitions

In an effort to provide some standardization of nomenclature, the following definitions are provided:

Backup surgeon/surgical attending

The qualified surgical attending who has been designated to provide immediately available coverage for an operation, during a period when the primary surgeon might be unable to fill this role.

Concurrent or simultaneous operations

Surgical procedures when the critical or key components of the procedures for which the primary attending surgeon is responsible are occurring all or in part at the same time.

“Critical” or “key” portions of an operation

The “critical” or “key” portions of an operation are those stages when essential technical expertise and surgical judgment are necessary to achieve an optimal patient outcome. The critical or key portions of an operation are determined by the primary attending surgeon.

Immediately available

Reachable through a paging system or other electronic means, and able to return immediately to the operating room. This term should be defined more completely by the local institution.

Informed consent

Described in American College of Surgeons Statements on Principles [II.A.](#)

Multidisciplinary operations

An example of a multidisciplinary operation is a procedure in which a surgeon of one specialty provides the exposure required by a second surgeon who performs the main surgical intervention (such as a general or thoracic surgeon providing exposure for a neurosurgeon or orthopaedist to operate on the spine). Another example would be an operation that requires the involvement of two or more surgeons of different specialties (such as chest wall or head and neck resection followed by plastic surgical reconstruction, face or hand transplantation, and repair of complex craniofacial defects).

“Overlapping or sequenced” operations for surgeons

The practice of the primary surgeon initiating and participating in another operation when he or she has completed the critical portions of the first procedure and is no longer an essential participant in the final phase of the first operation. These are by definition surgical procedures where key or critical portions of the procedure are occurring at different times.

Physically present

Located in the same room as the patient.

Primary attending surgeon

Considered the surgical attending of record or the principal surgeon involved in a specific operation. In addition to his or her technical and clinical responsibilities, the primary surgeon is responsible for the orchestration and progress of a procedure.

Qualified practitioner

Any licensed practitioner with sufficient training to conduct a delegated portion of a procedure without the need for more experienced supervision and who is approved by the hospital for these operative or patient care responsibilities.

ACS: Statements on Principles

G. Surgical Assistants

The first assistant in a surgical operation should be a trained individual who is able to participate in and actively assist the surgeon in completing the operation safely and expeditiously by helping to provide exposure, maintain hemostasis, and serve other technical functions. The qualifications of the person in this role may vary with the nature of the operation, the surgical specialty, and the type of hospital or ambulatory surgical facility.

The American College of Surgeons supports the concept that, ideally, the first assistant at the operating table should be a qualified surgeon or a resident in an approved surgical training program. Residents who have appropriate levels of training should be provided with opportunities to assist and participate in operations. If such assistants are unavailable, other physicians who are experienced in assisting may participate.

It may be necessary to have nonphysicians serve as first assistants. Surgeon assistants (SAs) or physician assistants (PAs) with additional

surgical training should meet national standards and be credentialed by the appropriate local authority. These individuals are not authorized to operate independently. Formal application for appointment to a hospital as a SA or PA should include the following qualifications and credentials:

- Specification of which surgeon the applicant will assist and of the duties that will be performed.
- Indication of which surgeon will be responsible for the supervision and performance of the SA or PA.
- Review and approval of the application by the hospital board.
- Registered nurses with specialized training also may function as first assistants. If such a situation should occur, the size of the operating room team should not be reduced; the nurse assistant should not simultaneously function as the scrub nurse and instrument nurse when serving as the first assistant. Nurse assistant practice privileges should be granted based upon the hospital board's review and approval of credentials. Registered nurses who act as first assistants must not have responsibility beyond the level defined in their state nursing practice act.

Surgeons are encouraged to participate in the training of allied health personnel. Such individuals perform their duties under the supervision of the surgeon.

II. Relation of the Surgeon to the Patient

A. Informed Consent

Informed consent is more than a legal requirement. It is a standard of ethical surgical practice that enhances the surgeon/patient relationship and that may improve the patient's care and the treatment outcome. Surgeons must fully inform every patient about his or her illness and the proposed treatment. The information must be presented fairly, clearly, accurately, and compassionately. The surgeon should listen carefully to understand the patient's feelings and wishes and should answer all questions as accurately as possible. The informed consent discussion conducted by the surgeon should include:

- The nature of the illness and the natural consequences of no treatment.
- The nature of the proposed operation, including the estimated risks of mortality and morbidity.
- The more commonly known complications, which should be described and discussed. The patient should understand the risks as

well as the benefits of the proposed operation. The discussion should include a description of what to expect during the hospitalization and posthospital convalescence.

- Alternative forms of treatment, including nonoperative techniques.
- A discussion of the different types of qualified medical providers who will participate in their operation and their respective roles.

The surgeon should not exaggerate the potential benefits of the proposed operation nor make promises or guarantees. For minors and incompetent adults, parents or legal guardians must participate in the informed consent discussion and provide the signature for elective operations. Any adequately informed, mentally competent adult patient can refuse any treatment, including operation. When mentally incompetent patients or the parents (guardians) of minors refuse treatments, jeopardizing the patient's best interests, the surgeon can request legal assistance.

When patients agree to an operation conditionally or make demands that are unacceptable to the surgeon, the surgeon may withdraw from the case.

D. The Operation—Intraoperative Responsibility of the Primary Surgeon

General Statement

The primary attending surgeon is personally responsible for the patient's welfare throughout the operation. In general, the patient's primary attending surgeon should be in the operating suite or should be immediately available for the entire surgical procedure. There are instances consistent with good patient care that are valid exceptions. However, when the primary attending surgeon is not present or immediately available, another attending surgeon should be assigned to be "immediately available."

The [definitions at the end of this Statement](#) provide essential clarification for terms used herein.

Concurrent or Simultaneous Operations

Concurrent or simultaneous operations occur when the critical or key components of the procedures for which the primary attending surgeon is responsible are occurring all or in part at the same time. The critical or key components of an operation are determined by the primary attending surgeon. A primary attending surgeon's involvement in concurrent or simultaneous surgeries on two different patients in two different rooms is inappropriate.

2. Senate Finance Committee Final Report on Concurrent Surgery

[https://www.finance.senate.gov/imo/media/doc/Concurrent Surgeries Report Final.pdf](https://www.finance.senate.gov/imo/media/doc/Concurrent_Surgeries_Report_Final.pdf)



**REGULAR MEETING OF THE
BOARD OF DIRECTORS
DRAFT MINUTES**

Thursday, September 24, 2020 at 4:00 p.m.

Pursuant to Section 3 of Executive Order N-29-20, issued by Governor Newsom on March 17, 2020, the Regular Meeting of the Tahoe Forest Hospital District Board of Directors for September 24, 2020 will be conducted telephonically through Zoom. Please be advised that pursuant to the Executive Order, and to ensure the health and safety of the public by limiting human contact that could spread the COVID-19 virus, the Eskridge Conference Room will not be open for the meeting. Board Members will be participating telephonically and will not be physically present in the Eskridge Conference Room.

1. CALL TO ORDER

Meeting was called to order at 4:03 p.m.

2. ROLL CALL

Board: Alyce Wong, Board Chair; Mary Brown, Vice Chair; Dale Chamblin, Treasurer; Michael McGarry, Board Member

Staff in attendance: Harry Weis, Chief Executive Officer; Matt Mushet, Dr. Shawni Coll, Chief Medical Officer; Matt Mushet, In-House Counsel; Martina Rochefort, Clerk of the Board

Other: David Ruderman, Assistant General Counsel

3. DELETIONS/CORRECTIONS TO THE POSTED AGENDA

No changes were made to the agenda.

4. INPUT AUDIENCE

No public comment was received.

Director Art King joined the meeting at 4:05 p.m.

Open Session recessed at 4:06 p.m.

5. CLOSED SESSION

5.1. Hearing (Health & Safety Code § 32155)

Subject Matter: Fourth Quarter Fiscal Year 2020 Quality Dashboard

Number of items: One (1)

Discussion was held on a privileged item.

5.2. Approval of Closed Session Minutes

08/27/2020

Discussion was held on a privileged item.

5.3. Report Involving Trade Secrets (Health & Safety Code § 32106)

Discussion will concern: Proposed new or additional services and facilities

Estimated Date of Disclosure: December 2020

Discussion was held on a privileged item.

5.4. TIMED ITEM – 5:30PM - Hearing (Health & Safety Code § 32155)

Subject Matter: Medical Staff Credentials

Discussion was held on a privileged item.

6. DINNER BREAK

7. OPEN SESSION – CALL TO ORDER

Open Session reconvened at 6:00 p.m.

8. REPORT OF ACTIONS TAKEN IN CLOSED SESSION

General Counsel reported the Board considered four items in closed session. There was no reportable action on item 5.1. Director King arrived for the second item. He was not present prior to that. Item 5.2. Approval of Closed Session Minutes was approved on a 5-0 vote. There was no action on item 5.3. Item 5.4. Medical Staff Credentials Report was approved on a 5-0 vote.

9. DELETIONS/CORRECTIONS TO THE POSTED AGENDA

No changes were made to the agenda.

10. INPUT – AUDIENCE

No public comment was received.

11. INPUT FROM EMPLOYEE ASSOCIATIONS

No public comment was received.

12. SAFETY FIRST

Karen Baffone, Chief Nursing Officer, gave safety first on Patient Health Questionnaire PHQ-9, screening used to identify depression. Patients will be screened through Primary Care providers.

13. ACKNOWLEDGMENTS

13.1. Sonia Henry was named September 2020 Employee of the Month.

13.2. National Physician Assistant (PA) Week is October 6-12, 2020.

13.3. TFH met Tier 1 and 2 requirements for Quest for Zero Emergency Department Initiative.

13.4. September is Suicide Prevention Month.

14. MEDICAL STAFF EXECUTIVE COMMITTEE

14.1. Medical Executive Committee (MEC) Meeting Consent Agenda

MEC recommends the following for approval by the Board of Directors:

Privilege Form with content changes

- *Emergency Medicine Privilege Form Addendum*

Discussion was held.

No public comment was received.

ACTION: Motion made by Director Chamblin, to approve the Medical Executive Committee Consent Agenda as presented, seconded by Director McGarry. Roll call vote taken.
McGarry – AYE
Chamblin – AYE
King – AYE
Brown – AYE
Wong – AYE

15. CONSENT CALENDAR

15.1. Approval of Minutes of Meetings

15.1.1. 08/27/2020

15.2. Financial Reports

15.2.1. Financial Report – August 2020

15.3. Informational Staff Reports

15.3.1. President & CEO Board Report

15.3.2. Chief Operating Officer Board Report

15.3.3. Chief Nursing Officer Board Report

15.3.4. Chief Information & Innovation Officer Board Report

15.3.5. Chief Medical Officer Board Report

15.3.6. Chief Human Resources Officer Board Report

ACTION: Motion made by Director King, to approve the Consent Calendar as presented, seconded by Director Brown. Roll call vote taken.
McGarry – AYE
Chamblin – AYE
King – AYE
Brown – AYE
Wong – AYE

16. ITEMS FOR BOARD DISCUSSION

16.1. Fiscal Year 2020 Annual Accomplishments

The District's Leadership Team presented a fiscal year 2020 Accomplishments report.

17. ITEMS FOR BOARD ACTION

17.1. Approval of Fiscal Year 2021 President & CEO Incentive Criteria

The Board of Directors considered approval of the President & CEO's Fiscal Year 2021 Incentive Compensation Criteria.

No public comment was received.

ACTION: Motion made by Director King, to approve the Fiscal Year 2021 President & CEO Incentive Compensation Criteria as presented, seconded by Director McGarry. Roll call vote taken.
McGarry – AYE
Chamblin – AYE

King – AYE
Brown – AYE
Wong – AYE

18. DISCUSSION OF CONSENT CALENDAR ITEMS PULLED, IF NECESSARY

Not applicable.

19. BOARD COMMITTEE REPORTS

Director McGarry provided an update from the recent Tahoe Forest Health System Foundation meeting.

20. BOARD MEMBERS REPORTS/CLOSING REMARKS

Crystal Betts, Chief Financial Officer, will provide an email update to the Finance Committee.

21. CLOSED SESSION CONTINUED, IF NECESSARY

Not applicable.

22. OPEN SESSION

Not applicable.

23. REPORT OF ACTIONS TAKEN IN CLOSED SESSION, IF NECESSARY

Not applicable.

24. ADJOURN

Meeting adjourned at 8:08 p.m.

**TAHOE FOREST HOSPITAL DISTRICT
SEPTEMBER 2020 FINANCIAL REPORT
INDEX**

PAGE	DESCRIPTION
2 - 3	FINANCIAL NARRATIVE
4	STATEMENT OF NET POSITION
5	NOTES TO STATEMENT OF NET POSITION
6	CASH INVESTMENT REPORT
7	THREE MONTHS ENDING SEPTEMBER 2020 STATEMENT OF NET POSITION KEY FINANCIAL INDICATORS
8	TFHD STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
9 - 10	TFHD NOTES TO STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
11	THREE MONTHS ENDING SEPTEMBER 2020 STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION KEY FINANCIAL INDICATORS
12	IVCH STATEMENT OF REVENUE AND EXPENSE
13 - 14	IVCH NOTES TO STATEMENT OF REVENUE AND EXPENSE
15	STATEMENT OF CASH FLOWS
16 - 29	VOLUMES GRAPHS

Board of Directors
Of Tahoe Forest Hospital District
SEPTEMBER 2020 FINANCIAL NARRATIVE – PRE-AUDIT

The following is the financial narrative analyzing financial and statistical trends for the three months ended September 30, 2020.

Activity Statistics

- ❑ TFH acute patient days were 451 for the current month compared to budget of 471. This equates to an average daily census of 15.0 compared to budget of 15.7.
- ❑ TFH Outpatient volumes were above budget in the following departments by at least 5%: Medical Oncology procedures, Radiation Oncology procedures, Laboratory tests, EKG, Nuclear Medicine, Briner Ultrasound, Cat Scans, and Respiratory Therapy.

Financial Indicators

- ❑ Net Patient Revenue as a percentage of Gross Patient Revenue was 48.48% in the current month compared to budget of 50.65% and to last month's 50.87%. Current year's Net Patient Revenue as a percentage of Gross Patient Revenue was 51.87% compared to budget of 50.74% and prior year's 49.89%.
- ❑ EBIDA was \$3,198,964 (8.6%) for the current month compared to budget of \$2,480,261 (6.8%), or \$718,703 (1.8%) above budget.
- ❑ Net Income was \$2,492,217 for the current month compared to budget of \$1,985,249 or \$506,968 above budget. Net Income year-to-date was \$10,750,870 compared to budget of \$5,785,312 or \$4,965,558 above budget.
- ❑ Cash Collections for the current month were \$19,226,935, which is 91% of targeted Net Patient Revenue.
- ❑ EPIC Gross Accounts Receivables were \$80,042,783 at the end of September compared to \$80,623,696 at the end of August.

Balance Sheet

- ❑ Working Capital is at 127.6 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 266.7 days. Working Capital cash increased a net \$2,222,000. Accounts Payable decreased \$2,212,000 and Accrued Payroll & Related Costs increased \$725,000. The District received \$469,000 from the State for participation in the Hospital Quality Assurance Fee program. Cash collections were 9% below budget.
- ❑ Net Patient Accounts Receivable decreased approximately \$838,000 and Cash collections were 91% of target. EPIC Days in A/R were 67.7 compared to 70.1 at the close of August, a 2.40 days decrease.
- ❑ Estimated Settlements, Medi-Cal and Medicare increased \$361,000 after recording the monthly estimated receivables from the Medi-Cal Rate Range, Hospital Quality Assurance Fee, and Medi-Cal PRIME programs.
- ❑ Investment in TSC, LLC decreased \$400,000 after booking the estimated losses in Truckee Surgery Center for the first quarter of FY21.
- ❑ An adjustment was booked to the asset and offsetting liability of the Piper Jaffray swap transaction at the close of September.
- ❑ Accounts Payable decreased \$2,212,000 due to the timing of the final check run in the month.
- ❑ Accrued Payroll & Related Costs increased a net \$725,000 due to three additional accrued payroll days in September.
- ❑ Estimated Settlements, Medi-Cal and Medicare increased \$743,000 after booking an amount due to the Medicare program based on the first quarter FY21 interim rate review.

Operating Revenue

- ❑ Current month’s Total Gross Revenue was \$37,286,802 compared to budget of \$36,590,395 or \$696,407 above budget.
- ❑ Current month’s Gross Inpatient Revenue was \$7,668,163, compared to budget of \$7,845,616 or \$177,453 below budget.
- ❑ Current month’s Gross Outpatient Revenue was \$29,618,639 compared to budget of \$28,744,779 or \$873,860 above budget.
- ❑ Current month’s Gross Revenue Mix was 36.3% Medicare, 16.4% Medi-Cal, .0% County, 3.0% Other, and 44.3% Insurance compared to budget of 40.1% Medicare, 13.3% Medi-Cal, .0% County, 2.9% Other, and 43.7% Insurance. Last month’s mix was 38.1% Medicare, 14.4% Medi-Cal, .0% County, 3.6% Other, and 43.9% Insurance.
- ❑ Current month’s Deductions from Revenue were \$19,208,888 compared to budget of \$18,055,892 or \$1,152,996 above budget. Variance is attributed to the following reasons: 1) Payor mix varied from budget with a 3.84% decrease in Medicare, a 3.13% increase to Medi-Cal, .01% decrease in County, a .07% increase in Other, and Commercial was above budget .65% and 2) Revenues exceeded budget by 1.9%.

DESCRIPTION	September 2020 Actual	September 2020 Budget	Variance	BRIEF COMMENTS
Salaries & Wages	6,438,156	6,947,249	509,093	Positive variance in Salaries and Wages related to budgeted positions still remaining unfilled.
Employee Benefits	2,037,938	2,019,742	(18,196)	
Benefits – Workers Compensation	81,247	82,503	1,256	
Benefits – Medical Insurance	1,060,515	1,240,032	179,517	
Medical Professional Fees	1,137,392	1,144,759	7,367	We saw positive variances in Medical Oncology and Behavioral Health physician fees and Anesthesia Physician Guarantee fees.
Other Professional Fees	195,600	190,483	(5,117)	Negative variances in Information Technology relating to the I/T Analytics Milestone project and Human Resources consulting fees. These were offset, in part, by positive variances in the remaining Other Professional Fees category.
Supplies	2,606,777	2,807,027	200,250	Drugs Sold to Patients and Oncology Drugs Sold to Patients revenues were below budget by 1.29% along with Medical Supplies Sold to Patients revenue coming in below budget 12.51%, creating a positive variance in Pharmaceuticals and Patient & Other Medical Supplies.
Purchased Services	1,823,540	1,822,421	(1,119)	Outsourced agencies working key areas of our aged accounts receivable came in above budget and Employee Health Screenings exceeded budget.
Other Expenses	652,139	907,045	254,906	Senior Leadership is closely monitoring controllable expenses which created positive variances in the Other Expenses category.
Total Expenses	16,033,306	17,161,261	1,127,955	

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF NET POSITION
SEPTEMBER 2020 PRE-AUDIT

ASSETS	PRE-AUDIT Sep-20	PRE-AUDIT Aug-20	Sep-19	
CURRENT ASSETS				
* CASH	\$ 68,166,439	\$ 65,944,700	\$ 26,454,138	1
PATIENT ACCOUNTS RECEIVABLE - NET	20,038,908	20,877,278	26,876,636	2
OTHER RECEIVABLES	8,864,786	7,746,607	7,763,146	
GO BOND RECEIVABLES	1,248,935	825,839	1,235,366	
ASSETS LIMITED OR RESTRICTED	7,998,716	7,962,231	8,350,896	
INVENTORIES	3,820,740	3,821,491	3,470,295	
PREPAID EXPENSES & DEPOSITS	3,075,041	3,239,355	2,887,954	
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	10,035,859	9,675,332	10,773,730	3
TOTAL CURRENT ASSETS	<u>123,249,425</u>	<u>120,092,832</u>	<u>87,812,160</u>	
NON CURRENT ASSETS				
ASSETS LIMITED OR RESTRICTED:				
* CASH RESERVE FUND	74,384,021	74,384,021	64,390,780	1
MUNICIPAL LEASE 2018	2,354,714	2,354,714	3,504,055	
TOTAL BOND TRUSTEE 2017	20,531	20,530	20,353	
TOTAL BOND TRUSTEE 2015	415,740	278,641	411,525	
TOTAL BOND TRUSTEE GO BOND	5,764	5,764	-	
GO BOND TAX REVENUE FUND	899,680	899,680	565,214	
DIAGNOSTIC IMAGING FUND	3,343	3,343	3,307	
DONOR RESTRICTED FUND	1,137,882	1,137,882	1,138,731	
WORKERS COMPENSATION FUND	28,251	(3,181)	25,362	
TOTAL	<u>79,249,926</u>	<u>79,081,395</u>	<u>70,059,328</u>	
LESS CURRENT PORTION	<u>(7,998,716)</u>	<u>(7,962,231)</u>	<u>(8,350,896)</u>	
TOTAL ASSETS LIMITED OR RESTRICTED - NET	<u>71,251,210</u>	<u>71,119,164</u>	<u>61,708,432</u>	
NONCURRENT ASSETS AND INVESTMENTS:				
INVESTMENT IN TSC, LLC	(1,540,358)	(1,140,359)	451,785	4
PROPERTY HELD FOR FUTURE EXPANSION	909,072	907,183	867,597	
PROPERTY & EQUIPMENT NET	175,026,625	175,742,630	176,396,674	
GO BOND CIP, PROPERTY & EQUIPMENT NET	<u>1,793,054</u>	<u>1,791,406</u>	<u>1,808,162</u>	
TOTAL ASSETS	<u>370,689,026</u>	<u>368,512,856</u>	<u>329,044,811</u>	
DEFERRED OUTFLOW OF RESOURCES:				
DEFERRED LOSS ON DEFEASANCE	378,188	381,420	416,976	
ACCUMULATED DECREASE IN FAIR VALUE OF HEDGING DERIVATIVE	1,722,206	1,847,362	1,448,871	5
DEFERRED OUTFLOW OF RESOURCES ON REFUNDING	5,343,060	5,366,765	5,627,517	
GO BOND DEFERRED FINANCING COSTS	521,317	523,638	439,069	
DEFERRED FINANCING COSTS	<u>159,162</u>	<u>160,203</u>	<u>171,646</u>	
TOTAL DEFERRED OUTFLOW OF RESOURCES	<u>\$ 8,123,934</u>	<u>\$ 8,279,388</u>	<u>\$ 8,104,080</u>	
LIABILITIES				
CURRENT LIABILITIES				
ACCOUNTS PAYABLE	\$ 4,240,579	\$ 6,452,293	\$ 7,231,436	6
ACCRUED PAYROLL & RELATED COSTS	16,678,344	15,953,337	19,555,182	7
INTEREST PAYABLE	277,783	188,870	271,246	
INTEREST PAYABLE GO BOND	566,605	283,303	603,575	
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	22,956,979	22,214,179	161,103	8
HEALTH INSURANCE PLAN	2,171,369	2,171,369	2,042,670	
WORKERS COMPENSATION PLAN	2,173,244	2,173,244	2,396,860	
COMPREHENSIVE LIABILITY INSURANCE PLAN	1,362,793	1,362,793	1,172,232	
CURRENT MATURITIES OF GO BOND DEBT	1,715,000	1,715,000	1,330,000	
CURRENT MATURITIES OF OTHER LONG TERM DEBT	3,828,809	3,828,809	2,585,948	
TOTAL CURRENT LIABILITIES	<u>55,971,505</u>	<u>56,343,196</u>	<u>37,350,252</u>	
NONCURRENT LIABILITIES				
OTHER LONG TERM DEBT NET OF CURRENT MATURITIES	29,495,064	29,685,602	34,499,940	
GO BOND DEBT NET OF CURRENT MATURITIES	97,686,812	97,704,767	99,459,826	
DERIVATIVE INSTRUMENT LIABILITY	<u>1,722,206</u>	<u>1,847,362</u>	<u>1,448,871</u>	5
TOTAL LIABILITIES	<u>184,875,587</u>	<u>185,580,927</u>	<u>172,758,890</u>	
NET ASSETS				
NET INVESTMENT IN CAPITAL ASSETS	192,799,491	190,073,434	163,251,270	
RESTRICTED	<u>1,137,882</u>	<u>1,137,882</u>	<u>1,138,731</u>	
TOTAL NET POSITION	<u>\$ 193,937,373</u>	<u>\$ 191,211,316</u>	<u>\$ 164,390,001</u>	

* Amounts included for Days Cash on Hand calculation











TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF NET POSITION
SEPTEMBER 2020 PRE-AUDIT

1. Working Capital is at 127.60 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 266.7 days. Working Capital cash increased a net \$2,222,000. Accounts Payable decreased \$2,212,000 (See Note 6) and Accrued Payroll & Related Costs increased \$725,000 (See Note 7). The District received \$469,000 from the State for its participation in the Hospital Quality Assurance Fee program. Cash collections were below budget by 9%.
2. Net Patient Accounts Receivable decreased approximately \$838,000. Cash collections were 91% of target. EPIC Days in A/R were 67.7 compared to 70.1 at the close of August, a 2.40 days decrease.
3. Estimate Settlements, Medi-Cal and Medicare increased \$361,000 after recording the monthly estimated receivables due from the Medi-Cal Rate Range, Hospital Quality Assurance Fee, and Medi-Cal PRIME programs.
4. Investment in TSC, LLC decreased \$400,000 after booking the estimated losses in Truckee Surgery Center, LLC for the first quarter of FY2021.
5. To comply with GASB No. 63, the District has booked an adjustment to the asset and offsetting liability to reflect the fair value of the Piper Jaffray swap transaction at the close of September.
6. Accounts Payable decreased \$2,212,000 due to the timing of the final check run in September.
7. Accrued Payroll & Related Costs increased a net \$725,000 due to three additional accrued payroll days in September over August.
8. Estimated Settlements, Medi-Cal and Medicare increased \$743,000 after booking an amount due to the Medicare program based on the first quarter FY21 interim rate review.

**Tahoe Forest Hospital District
Cash Investment
September 2020 - Pre-Audit**

WORKING CAPITAL			
US Bank	\$ 66,892,197	0.01%	
US Bank/Kings Beach Thrift Store	126,905		
US Bank/Truckee Thrift Store	132,206		
US Bank/Payroll Clearing	-		
Umpqua Bank	<u>1,015,131</u>	0.05%	
Total			\$ 68,166,439
 BOARD DESIGNATED FUNDS			
US Bank Savings	\$ -	0.01%	
Capital Equipment Fund	<u>-</u>		
Total			\$ -
Building Fund	\$ -		
Cash Reserve Fund	<u>74,384,021</u>	0.84%	
Local Agency Investment Fund			\$ 74,384,021
Municipal Lease 2018			\$ 2,354,714
Bonds Cash 2017			\$ 20,531
Bonds Cash 2015			\$ 415,740
GO Bonds Cash 2008			\$ 905,444
DX Imaging Education	\$ 3,343		
Workers Comp Fund - B of A	28,251		
Insurance			
Health Insurance LAIF	-		
Comprehensive Liability Insurance LAIF	<u>-</u>		
Total			<u>\$ 31,594</u>
TOTAL FUNDS			\$ 146,278,483
 RESTRICTED FUNDS			
Gift Fund			
US Bank Money Market	\$ 8,361	0.01%	
Foundation Restricted Donations	27,309		
Local Agency Investment Fund	<u>1,102,212</u>	0.84%	
TOTAL RESTRICTED FUNDS			<u>\$ 1,137,882</u>
TOTAL ALL FUNDS			<u><u>\$ 147,416,365</u></u>

**TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF NET POSITION
KEY FINANCIAL INDICATORS
SEPTEMBER 2020 PRE-AUDIT**

	Current Status	Desired Position	Target	<u>Bond Covenants</u>	<u>FY 2021</u> Jul 20 to Sept 20	<u>FY 2020</u> Jul 19 to June 20	<u>FY 2019</u> Jul 18 to June 19	<u>FY 2018</u> Jul 17 to June 18	<u>FY 2017</u> Jul 16 to June 17	<u>FY 2016</u> Jul 15 to June 16	<u>FY 2015</u> Jul 14 to June 15
Return On Equity: <u>Increase (Decrease) in Net Position</u> Net Position		↑	7.0%		5.5%	14.8%	13.1%	5.1%	14.4%	10.9%	2.19%
EPIC Days in Accounts Receivable (excludes SNF) <u>Gross Accounts Receivable</u> 90 Days		↓	FYE 63 Days		68	89	69	68	55	57	60
<u>Gross Accounts Receivable</u> 365 Days					78	73	71	73	55	55	62
Days Cash on Hand Excludes Restricted: <u>Cash + Short-Term Investments</u> (Total Expenses - Depreciation Expense)/ by 365	 	↑	Budget FYE 206 Days Budget 1st Qtr 204 Days Projected 1st Qtr 204 Days	60 Days A- 214 Days BBB- 129 Days	267	253	179	176	191	201	156
EPIC Accounts Receivable over 120 days (excludes payment plan, legal and charitable balances)		↓	13%		30%	31%	35%	22%	17%	19%	18%
EPIC Accounts Receivable over 120 days (includes payment plan, legal and charitable balances)		↓	18%		32%	40%	42%	25%	18%	24%	23%
Cash Receipts Per Day (based on 60 day lag on Patient Net Revenue)	 	↑	FYE Budget \$567,125 End 1st Qtr Budget \$526,954 End 1st Qtr Actual \$584,196		\$584,196	\$523,994	\$473,890	\$333,963	\$348,962	\$313,153	\$290,776
Debt Service Coverage: Excess Revenue over Exp + <u>Interest Exp + Depreciation</u> Debt Principal Payments + Interest Expense		↑	Without GO Bond 5.52 With GO Bond 3.15	1.95	6.57 3.65	8.45 4.56	20.45 4.12	9.27 2.07	6.64 3.54	6.19 2.77	3.28 1.59

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
SEPTEMBER 2020 PRE-AUDIT

CURRENT MONTH					YEAR TO DATE				PRIOR YTD SEPT 2019
ACTUAL	BUDGET	VAR\$	VAR%		ACTUAL	BUDGET	VAR\$	VAR%	
OPERATING REVENUE									
\$ 37,286,802	\$ 36,590,395	\$ 696,407	1.9%	Total Gross Revenue	\$ 111,124,825	\$ 110,510,995	\$ 613,830	0.6%	1 \$ 107,669,524
\$ 3,527,064	\$ 2,783,018	\$ 744,046	26.7%	Gross Revenues - Inpatient	\$ 9,605,242	\$ 8,163,702	\$ 1,441,540	17.7%	\$ 9,421,159
4,141,100	5,062,598	(921,498)	-18.2%	Daily Hospital Service	12,127,796	15,567,899	(3,440,103)	-22.1%	16,227,769
7,668,163	7,845,616	(177,453)	-2.3%	Ancillary Service - Inpatient	21,733,039	23,731,601	(1,998,562)	-8.4%	25,648,928
29,618,639	28,744,779	873,860	3.0%	Total Gross Revenue - Inpatient	89,391,787	86,779,394	2,612,393	3.0%	82,020,596
29,618,639	28,744,779	873,860	3.0%	Gross Revenue - Outpatient	89,391,787	86,779,394	2,612,393	3.0%	82,020,596
17,183,772	16,066,357	(1,117,415)	-7.0%	Total Gross Revenue - Outpatient					
1,219,398	1,123,413	(95,985)	-8.5%	Deductions from Revenue:					
-	-	-	0.0%	Contractual Allowances	48,778,912	48,414,656	(364,256)	-0.8%	49,052,327
805,717	866,122	60,405	7.0%	Charity Care	4,074,941	3,394,989	(679,952)	-20.0%	3,907,275
-	-	-	0.0%	Charity Care - Catastrophic Events	-	-	-	0.0%	-
19,208,888	18,055,892	(1,152,996)	-6.4%	Bad Debt	625,779	2,620,060	1,994,281	76.1%	1,006,565
77,428	103,683	26,255	25.3%	Prior Period Settlements	-	-	-	0.0%	(13,470)
1,076,928	899,653	177,275	19.7%	Total Deductions from Revenue	53,479,632	54,429,705	950,073	1.7%	53,952,697
19,232,270	19,537,839	(305,569)	-1.6%	Property Tax Revenue- Wellness Neighborhood	244,495	315,090	70,596	22.4%	279,402
6,438,156	6,947,249	509,093	7.3%	Other Operating Revenue	2,941,518	2,719,032	222,486	8.2%	3,255,904
2,037,938	2,019,742	(18,196)	-0.9%	TOTAL OPERATING REVENUE	60,831,206	59,115,412	1,715,794	2.9%	57,252,133
81,247	82,503	1,256	1.5%	OPERATING EXPENSES					
1,060,515	1,240,032	179,517	14.5%	Salaries and Wages	19,557,649	21,418,620	1,860,971	8.7%	16,743,925
1,137,392	1,144,759	7,367	0.6%	Benefits	6,452,003	6,258,400	(193,603)	-3.1%	5,653,574
195,600	190,483	(5,117)	-2.7%	Benefits Workers Compensation	244,528	247,510	2,982	1.2%	217,158
2,606,777	2,807,027	200,250	7.1%	Benefits Medical Insurance	3,672,375	3,720,097	47,722	1.3%	4,149,480
1,823,540	1,822,421	(1,119)	-0.1%	Medical Professional Fees	3,197,651	3,479,073	281,422	8.1%	5,373,224
652,139	907,045	254,906	28.1%	Other Professional Fees	592,738	600,708	7,970	1.3%	717,586
16,033,306	17,161,261	1,127,955	6.6%	Supplies	8,092,437	8,358,990	266,553	3.2%	7,706,337
				Purchased Services	4,821,005	5,394,184	573,180	10.6%	4,851,276
				Other	2,190,110	2,690,608	500,498	18.6%	1,983,016
				TOTAL OPERATING EXPENSE	48,820,495	52,168,190	3,347,695	6.4%	47,395,577
3,198,964	2,376,578	822,386	34.6%	NET OPERATING REVENUE (EXPENSE) EBIDA	12,010,711	6,947,222	5,063,489	72.9%	9,856,556
NON-OPERATING REVENUE/(EXPENSE)									
644,643	722,071	(77,428)	-10.7%	District and County Taxes	1,921,719	2,166,213	(244,495)	-11.3%	1,549,348
417,352	417,352	(0)	0.0%	District and County Taxes - GO Bond	1,252,055	1,252,056	(1)	0.0%	1,238,758
72,063	68,493	3,570	5.2%	Interest Income	244,054	222,647	21,407	9.6%	463,141
-	-	-	0.0%	Interest Income-GO Bond	-	-	-	0.0%	-
127,970	87,710	40,260	45.9%	Donations	242,430	263,130	(20,700)	-7.9%	42,674
(399,999)	(133,333)	(266,666)	-200.0%	Gain/ (Loss) on Joint Investment	(399,999)	(399,999)	-	0.0%	-
-	-	-	0.0%	Gain/(Loss) on Disposal of Property	-	-	-	0.0%	-
-	-	-	0.0%	Gain/ (Loss) on Sale of Equipment	-	-	-	0.0%	7,200
-	-	-	100.0%	COVID-19 Emergency Funding	169,967	-	169,967	100.0%	14
(1,158,751)	(1,155,923)	(2,828)	-0.2%	Depreciation	(3,467,745)	(3,467,771)	26	0.0%	(3,463,491)
(118,653)	(114,395)	(4,258)	-3.7%	Interest Expense	(344,617)	(344,690)	73	0.0%	(355,695)
(291,373)	(283,303)	(8,070)	-2.8%	Interest Expense-GO Bond	(877,705)	(853,497)	(24,208)	-2.8%	(945,602)
(706,747)	(391,328)	(315,419)	-80.6%	TOTAL NON-OPERATING REVENUE/(EXPENSE)	(1,259,841)	(1,161,911)	(97,930)	-8.4%	(1,463,666)
\$ 2,492,217	\$ 1,985,249	\$ 506,968	25.5%	INCREASE (DECREASE) IN NET POSITION	\$ 10,750,870	\$ 5,785,312	\$ 4,965,558	85.8%	\$ 8,392,890
NET POSITION - BEGINNING OF YEAR					155,997,111				
NET POSITION - AS OF SEPTEMBER 30, 2020					\$ 166,747,981				
8.6%	6.5%	2.1%		RETURN ON GROSS REVENUE EBIDA	10.8%	6.3%	4.5%		9.2%













TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
SEPTEMBER 2020 PRE-AUDIT

		Variance from Budget	
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		SEPT 2020	YTD 2021
1) Gross Revenues			
Acute Patient Days were below budget 4.25% or 20 days. Swing Bed days were above budget 6.67% or 1 day. Inpatient Ancillary revenues were below budget due to the decrease in our patient days.	Gross Revenue -- Inpatient	\$ (177,453)	\$ (1,998,562)
	Gross Revenue -- Outpatient	873,860	2,612,393
	Gross Revenue -- Total	\$ 696,407	\$ 613,831
Outpatient volumes were above budget in the following departments: Clinic visits, Hospice visits, Laboratory tests, EKG, Medical and Radiation Oncology procedures, Nuclear Medicine, Ultrasound, Briner Ultrasound, Cat Scans, Respiratory Therapy, Tahoe City Physical Therapy, Speech Therapy, and Occupational Therapy.			
2) Total Deductions from Revenue			
The payor mix for September shows a 3.84% decrease to Medicare, a 3.13% increase to Medi-Cal, .07% increase to Other, .01% decrease to County, and a .65% increase to Commercial when compared to budget. We saw a negative variance in Contractual Allowances due to revenues exceeding budget by 1.9% along with a shift to Medi-Cal from Medicare.	Contractual Allowances	\$ (1,117,415)	\$ (364,256)
	Managed Care	-	-
	Charity Care	(95,985)	(679,952)
	Charity Care - Catastrophic	-	-
	Bad Debt	60,405	1,994,281
	Prior Period Settlements	-	-
	Total	\$ (1,152,995)	\$ 950,073
3) Other Operating Revenue			
Children's Center revenues exceeded budget by 22.47%.	Retail Pharmacy	\$ 13,279	\$ 4,429
	Hospice Thrift Stores	5,977	18,362
	The Center (non-therapy)	6,581	7,438
A true-up to the estimated Quality Assurance Fee receivable through September created a positive variance in Miscellaneous.	IVCH ER Physician Guarantee	2,053	(30,431)
	Children's Center	19,350	14,242
	Miscellaneous	29,489	(90,891)
	Oncology Drug Replacement	-	-
	Grants	(3,136)	(15,753)
	Total	\$ 73,592	\$ (92,604)
4) Salaries and Wages			
Positive variance in Salaries and Wages related to budgeted positions still remaining unfilled through September.	Total	\$ 509,093	\$ 1,860,971
Employee Benefits			
An adjustment to Pension/Deferred Comp liability to tie to budget created a negative variance in the month, however, year-to-date remains at budget.	PL/SL	\$ 29,582	\$ (251,665)
	Nonproductive	(10,463)	(54,793)
	Pension/Deferred Comp	(64,797)	-
	Standby	2,698	(9,343)
Positive variance in Other related to employer payroll taxes coming in lower than budget. This was a result of the positive variance in Salaries and Wages.	Other	24,784	122,198
	Total	\$ (18,196)	\$ (193,603)
Employee Benefits - Workers Compensation	Total	\$ 1,256	\$ 2,982
Employee Benefits - Medical Insurance	Total	\$ 179,517	\$ 47,722
5) Professional Fees			
Negative variance in Information Technology related to consulting services provided for the I/T Analytics Milestone project.	Information Technology	\$ (26,870)	\$ (74,500)
	TFH Locums	(30,054)	(18,926)
	Multi-Specialty Clinics Administration	1,970	(312)
	Truckee Surgery Center	-	-
TFH Emergency Department and Hospitalist physician fees came in above budget, creating a negative variance in TFH Locums.	Patient Accounting/Admitting	-	-
	Respiratory Therapy	-	-
	Corporate Compliance	-	-
Legal fees came in below budget, creating a positive variance in Administration.	Managed Care	400	565
	Marketing	700	3,300
	Home Health/Hospice	-	4,234
Positive variance in Multi-Specialty Clinics was created by Medical Oncology and Behavioral Health physician fees coming in below budget.	Medical Staff Services	3,242	5,625
	Financial Administration	3,547	11,550
	Sleep Clinic	8,575	12,296
	TFH/IVCH Therapy Services	500	13,235
	Oncology	-	20,420
Anesthesia Guarantee exceeded budget, creating a negative variance in Miscellaneous.	Human Resources	(1,729)	21,958
	Administration	18,847	28,106
	The Center (includes OP Therapy)	431	37,453
	Multi-Specialty Clinics	34,449	55,631
	IVCH ER Physicians	9,969	55,849
	Miscellaneous	(21,727)	112,911
	Total	\$ 2,250	\$ 289,392

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
SEPTEMBER 2020 PRE-AUDIT

		<u>Variance from Budget</u>	
		<u>Fav / <Unfav></u>	
		<u>SEPT 2020</u>	<u>YTD 2021</u>
6) <u>Supplies</u>			
Drugs Sold to Patients and Oncology Drugs Sold to Patients revenues fell short of budget by 1.29%, creating a positive variance in Pharmacy Supplies.	Pharmacy Supplies	\$ 125,393	\$ (116,268)
	Office Supplies	4,404	21,870
	Food	1,168	25,922
	Minor Equipment	7,580	58,775
Medical Supplies Sold to Patients revenues were lower than budget by 12.51%, creating a positive variance in Patient & Other Medical Supplies.	Other Non-Medical Supplies	18,359	91,673
	Patient & Other Medical Supplies	43,346	184,580
	Total	\$ 200,250	\$ 266,553
7) <u>Purchased Services</u>			
Employee Health Screenings created a negative variance in Human Resources.	Home Health/Hospice	\$ 6,623	\$ (5,113)
	Human Resources	(14,723)	(5)
	Laboratory	(7,601)	120
Negative variance in Laboratory created by outsourced testing.	Pharmacy IP	11,526	8,976
	Community Development	933	12,162
Negative variance in Patient Accounting related to outsourced billing and collection services exceeding budget in September.	Diagnostic Imaging Services - All	(654)	14,311
	Medical Records	20,218	16,767
	The Center	8,685	37,837
	Information Technology	3,360	58,323
	Department Repairs	5,766	67,891
	Multi-Specialty Clinics	32,469	90,915
	Patient Accounting	(80,995)	97,525
	Miscellaneous	13,274	173,471
	Total	\$ (1,119)	\$ 573,180
8) <u>Other Expenses</u>			
A reclassification of rental expenses in September created a negative variance in Other Building Rent. This created a positive variance in Multi-Specialty Clinics Building Rent.	Other Building Rent	\$ (11,100)	\$ 5,752
	Multi-Specialty Clinics Equip Rent	149	142
	Human Resources Recruitment	1,652	1,606
	Utilities	7,344	42,048
	Insurance	7,488	11,313
Positive variance in Outside Training & Travel related to social distancing requirements.	Equipment Rent	10,699	28,178
	Multi-Specialty Clinics Bldg Rent	11,295	1
Senior Leadership continues to monitor controllable expenses which is creating positive variances in the remainder of the Other Expenses categories.	Dues and Subscriptions	17,077	29,935
	Miscellaneous	38,967	3,868
	Physician Services	40,000	40,000
	Outside Training & Travel	58,053	192,977
	Marketing	73,283	144,676
	Total	\$ 254,906	\$ 500,498
9) <u>District and County Taxes</u>			
	Total	\$ 26,255	\$ 70,596
10) <u>Interest Income</u>			
	Total	\$ 3,570	\$ 21,407
11) <u>Donations</u>			
	IVCH	\$ 17,012	\$ (38,570)
	Operational	23,248	17,870
	Total	\$ 40,260	\$ (20,700)
12) <u>Gain/(Loss) on Joint Investment</u>			
The District booked its estimated losses in the Truckee Surgery Center for the first quarter of FY2021.	Total	\$ (266,666)	\$ -
13) <u>Gain/(Loss) on Sale or Disposal of Assets</u>			
	Total	\$ -	\$ -
14) <u>COVID-19 Emergency Funding</u>			
	Total	\$ -	\$ -
15) <u>Depreciation Expense</u>			
	Total	\$ (2,828)	\$ 26
16) <u>Interest Expense</u>			
	Total	\$ (4,258)	\$ 73

**TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
KEY FINANCIAL INDICATORS
SEPTEMBER 2020 PRE-AUDIT**

	Current Status	Desired Position	Target	FY 2021 Jul 20 to Sept 20	FY 2020 Jul 19 to June 20	FY 2019 Jul 18 to June 19	FY 2018 Jul 17 to June 18	FY 2017 Jul 16 to June 17	FY 2016 Jul 15 to June 16	FY 2015 Jul 14 to June 15
Total Margin: <u>Increase (Decrease) In Net Position</u> Total Gross Revenue			FYE 3.1% 1st Qtr 5.2%	9.7%	7.2%	5.7%	2.6%	7.4%	5.5%	1.0%
Charity Care: <u>Charity Care Expense</u> Gross Patient Revenue			FYE 3.1% 1st Qtr 3.1%	3.7%	4.0%	3.8%	3.3%	3.1%	3.4%	3.1%
Bad Debt Expense: <u>Bad Debt Expense</u> Gross Patient Revenue			FYE 2.4% 1st Qtr 2.4%	.5%	1.8%	.1%	.1%	-0%	-0.2%	1.6%
Incline Village Community Hospital: EBIDA: Earnings before interest, Depreciation, amortization <u>Net Operating Revenue <Expense></u> Gross Revenue			FYE 6.9% 1st Qtr 10.4%	15.9%	1.6%	11.5%	4.8%	7.9%	11.3%	9.1%
Operating Expense Variance to Budget (Under<Over>)			-0-	\$3,347,695	\$(3,473,104)	\$(13,825,198)	\$1,061,378	\$(9,700,270)	\$(7,548,217)	\$(6,371,653)
EBIDA: Earnings before interest, Depreciation, amortization <u>Net Operating Revenue <Expense></u> Gross Revenue			FYE 4.2% 1st Qtr 6.6%	10.8%	4.9%	7.1%	4.5%	7.9%	7.3%	3.5%

INCLINE VILLAGE COMMUNITY HOSPITAL
STATEMENT OF REVENUE AND EXPENSE
SEPTEMBER 2020 PRE-AUDIT

CURRENT MONTH				YEAR TO DATE				PRIOR YTD SEPTEMBER 2019			
ACTUAL	BUDGET	VAR\$	VAR%		ACTUAL	BUDGET	VAR\$	VAR%			
				OPERATING REVENUE							
\$ 2,295,481	\$ 2,245,837	\$ 49,644	2.2%	Total Gross Revenue	\$ 7,046,585	\$ 7,026,517	\$ 20,068	0.3%	1	\$ 7,542,087	
				Gross Revenues - Inpatient							
\$ -	\$ 4,311	\$ (4,311)	-100.0%	Daily Hospital Service	\$ 23,054	\$ 25,045	\$ (1,991)	-7.9%		\$ 392	
450	1,492	(1,042)	-69.8%	Ancillary Service - Inpatient	18,269	5,102	13,167	258.1%		-	
450	5,803	(5,353)	-92.2%	Total Gross Revenue - Inpatient	41,323	30,147	11,176	37.1%	1	392	
2,295,031	2,240,034	54,997	2.5%	Gross Revenue - Outpatient	7,005,262	6,996,370	8,892	0.1%		7,541,695	
2,295,031	2,240,034	54,997	2.5%	Total Gross Revenue - Outpatient	7,005,262	6,996,370	8,892	0.1%	1	7,541,695	
				Deductions from Revenue:							
937,497	883,724	(53,773)	-6.1%	Contractual Allowances	2,691,966	2,760,035	68,069	2.5%	2	3,259,483	
91,819	89,833	(1,986)	-2.2%	Charity Care	321,376	281,061	(40,315)	-14.3%	2	369,369	
	-	-	0.0%	Charity Care - Catastrophic Events		-	-	0.0%	2	-	
145,619	89,834	(55,785)	-62.1%	Bad Debt	128,128	281,060	152,932	54.4%	2	155,385	
	-	-	0.0%	Prior Period Settlements		-	-	0.0%	2	(13,357)	
1,174,935	1,063,391	(111,544)	-10.5%	Total Deductions from Revenue	3,141,470	3,322,156	180,686	5.4%	2	3,770,879	
93,434	91,664	1,771	1.9%	Other Operating Revenue	277,286	301,775	(24,489)	-8.1%	3	349,668	
1,213,981	1,274,110	(60,129)	-4.7%	TOTAL OPERATING REVENUE	4,182,401	4,006,136	176,265	4.4%		4,120,875	
				OPERATING EXPENSES							
381,352	423,469	42,117	9.9%	Salaries and Wages	1,205,651	1,310,904	105,253	8.0%	4	966,062	
139,639	123,964	(15,675)	-12.6%	Benefits	395,941	383,634	(12,307)	-3.2%	4	377,484	
1,524	5,089	3,565	70.0%	Benefits Workers Compensation	4,573	15,267	10,694	70.0%	4	9,040	
59,620	71,375	11,755	16.5%	Benefits Medical Insurance	209,155	214,124	4,969	2.3%	4	237,500	
213,169	231,154	17,985	7.8%	Medical Professional Fees	638,955	710,074	71,119	10.0%	5	843,209	
2,438	2,118	(320)	-15.1%	Other Professional Fees	6,525	6,353	(172)	-2.7%	5	4,559	
71,874	57,923	(13,951)	-24.1%	Supplies	175,541	197,247	21,706	11.0%	6	160,262	
54,621	66,954	12,333	18.4%	Purchased Services	185,050	180,212	(4,838)	-2.7%	7	152,507	
77,186	83,654	6,468	7.7%	Other	242,358	255,585	13,227	5.2%	8	211,188	
1,001,424	1,065,700	64,276	6.0%	TOTAL OPERATING EXPENSE	3,063,749	3,273,400	209,651	6.4%		2,961,810	
212,557	208,410	4,147	2.0%	NET OPERATING REV(EXP) EBIDA	1,118,652	732,736	385,916	52.7%		1,159,065	
				NON-OPERATING REVENUE/(EXPENSE)							
54,262	37,250	17,012	45.7%	Donations-IVCH	73,180	111,750	(38,570)	-34.5%	9	-	
-	-	-	0.0%	Gain/ (Loss) on Sale	-	-	-	0.0%	10	-	
-	-	-	100.0%	COVID-19 Emergency Funding	3,064	-	3,064	100.0%	11	-	
(71,607)	(67,653)	(3,954)	5.8%	Depreciation	(202,959)	(202,958)	(1)	0.0%	11	(197,027)	
(17,345)	(30,403)	13,058	42.9%	TOTAL NON-OPERATING REVENUE/(EXP)	(126,715)	(91,208)	(35,507)	-38.9%		(197,027)	
\$ 195,212	\$ 178,007	\$ 17,205	9.7%	EXCESS REVENUE(EXPENSE)	\$ 991,938	\$ 641,528	\$ 350,410	54.6%		\$ 962,037	
9.3%	9.3%	0.0%		RETURN ON GROSS REVENUE EBIDA	15.9%	10.4%	5.4%			15.4%	

**INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
SEPTEMBER 2020 PRE-AUDIT**

		Variance from Budget	
		Fav<Unfav>	
		SEPT 2020	YTD 2021
1) Gross Revenues			
Acute Patient Days were below budget by 1 at 0 and Observation Days were below budget by 2 at 0.	Gross Revenue -- Inpatient	\$ (5,353)	\$ 11,176
	Gross Revenue -- Outpatient	54,997	8,892
		<u>\$ 49,644</u>	<u>\$ 20,068</u>
Outpatient volumes were above budget in Laboratory tests, Cat Scans, Drugs Sold to Patients, Physical Therapy, and Speech Therapy.			
2) Total Deductions from Revenue			
We saw a shift in our payor mix with a .41% increase in Medicare, a 1.59% decrease in Medicaid, a .88% increase in Commercial insurance, a .29% increase in Other, and County was at budget.	Contractual Allowances	\$ (53,773)	\$ 68,069
	Charity Care	(1,986)	(40,315)
	Charity Care-Catastrophic Event	-	-
	Bad Debt	(55,785)	152,932
	Prior Period Settlement	-	-
	Total	<u>\$ (111,544)</u>	<u>\$ 180,686</u>
3) Other Operating Revenue			
IVCH ER Physician Guarantee is tied to collections which exceeded budget.	IVCH ER Physician Guarantee	\$ 2,053	\$ (30,431)
	Miscellaneous	(282)	5,942
	Total	<u>\$ 1,771</u>	<u>\$ (24,489)</u>
4) Salaries and Wages			
	Total	<u>\$ 42,117</u>	<u>\$ 105,253</u>
Employee Benefits			
Negative variance in PL/SL was offset by positive variances in Salaries & Wages.	PL/SL	\$ (15,083)	\$ (16,205)
	Standby	(2,747)	(9,433)
	Other	(41)	2,743
	Nonproductive	3,598	10,588
	Pension/Deferred Comp	(1,402)	-
	Total	<u>\$ (15,675)</u>	<u>\$ (12,307)</u>
Employee Benefits - Workers Compensation	Total	<u>\$ 3,565</u>	<u>\$ 10,694</u>
Employee Benefits - Medical Insurance	Total	<u>\$ 11,755</u>	<u>\$ 4,969</u>
5) Professional Fees			
Pathology physician fees exceeded budget, creating a negative variance in Miscellaneous.	Miscellaneous	\$ (1,475)	\$ (1,406)
	Foundation	(321)	(173)
	Administration	-	-
	Multi-Specialty Clinics	417	1,250
	Therapy Services	500	3,131
Sleep Clinic fees are tied to collections which fell short of budget in September.	Sleep Clinic	8,575	12,296
	IVCH ER Physicians	9,969	55,849
	Total	<u>\$ 17,665</u>	<u>\$ 70,947</u>
6) Supplies			
Pharmacy revenues exceeded budget, creating a negative variance in Pharmacy Supplies.	Pharmacy Supplies	\$ (15,359)	\$ (17,045)
	Office Supplies	(661)	134
	Minor Equipment	(593)	262
	Food	504	1,559
	Non-Medical Supplies	1,729	4,802
	Patient & Other Medical Supplies	429	31,994
	Total	<u>\$ (13,951)</u>	<u>\$ 21,706</u>

**INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
SEPTEMBER 2020 PRE-AUDIT**

		<u>Variance from Budget</u>	
		<u>Fav<Unfav></u>	
		<u>SEPT 2020</u>	<u>YTD 2021</u>
7) <u>Purchased Services</u>			
	Laboratory	\$ 4,105	\$ (27,989)
Fewer outsourced lab tests created a positive variance in Laboratory.	Pharmacy	-	(491)
	Surgical Services	-	-
Engineering purchased services came in below budget, creating a positive variance in Engineering/Plant/Communications.	Engineering/Plant/Communications	2,783	515
	EVS/Laundry	(252)	1,395
	Foundation	842	2,050
	Multi-Specialty Clinics	2,035	2,391
	Miscellaneous	924	3,188
	Department Repairs	1,199	6,366
	Diagnostic Imaging Services - All	697	7,737
	Total	<u>\$ 12,333</u>	<u>\$ (4,838)</u>
8) <u>Other Expenses</u>			
Transfer of Laboratory Labor costs from TFH to IVCH created a negative variance in Miscellaneous.	Miscellaneous	\$ (13,625)	\$ (28,666)
	Physician Services	-	-
	Multi-Specialty Clinics Bldg Rent	-	-
Pharmacy advertising bags created a negative variance in Marketing.	Equipment Rent	4,364	1,373
	Marketing	(1,948)	2,063
Controllable expenses are being monitored closely by Senior Leadership, creating positive variances in the remaining Other Expenses categories.	Insurance	1,207	2,346
	Other Building Rent	200	2,800
	Dues and Subscriptions	2,332	3,296
	Outside Training & Travel	4,158	11,550
	Utilities	9,780	18,465
	Total	<u>\$ 6,468</u>	<u>\$ 13,227</u>
9) <u>Donations</u>	Total	<u>\$ 17,012</u>	<u>\$ (38,570)</u>
10) <u>Gain/(Loss) on Sale</u>	Total	<u>\$ -</u>	<u>\$ -</u>
11) <u>COVID-19 Emergency Funding</u>	Total	<u>\$ -</u>	<u>\$ 3,064</u>
12) <u>Depreciation Expense</u>	Total	<u>\$ (3,954)</u>	<u>\$ (1)</u>

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS

	PRE-AUDIT FYE 2020		BUDGET FYE 2021	PROJECTED FYE 2021	SEPT 2020	BUDGET SEPT 2020	DIFFERENCE	ACTUAL 1ST QTR	PROJECTED 2ND QTR	BUDGET 3RD QTR	BUDGET 4TH QTR
Net Operating Rev/(Exp) - EBIDA	\$ 18,452,465		\$ 11,554,001	\$ 23,564,712	\$ 3,198,964	\$ 2,376,578	\$ 822,386	\$ 12,010,711	\$ 3,977,225	\$ 4,253,010	\$ 3,323,766
Interest Income	1,554,599		877,531	877,531	-	-	-	243,422	222,647	208,904	202,558
Property Tax Revenue	7,928,820		8,147,000	8,150,960	3,675	-	3,675	520,960	100,000	4,400,000	3,130,000
Donations	1,327,474		814,000	769,169	23,484	68,000	(44,516)	157,169	204,000	204,000	204,000
Emergency Funds	13,521,428		-	169,967	-	-	-	169,967	-	-	-
Debt Service Payments	(4,863,882)		(5,088,979)	(5,087,759)	(4,419)	(353,049)	348,630	(1,407,361)	(1,407,016)	(1,214,235)	(1,059,147)
Property Purchase Agreement	(805,927)		(811,932)	(811,931)	-	(67,661)	67,661	(135,321)	(270,644)	(202,983)	(202,983)
2018 Municipal Lease	(1,574,216)		(1,717,332)	(1,717,331)	-	(143,111)	143,111	(286,221)	(572,444)	(429,333)	(429,333)
Copier	(62,040)		(62,160)	(60,940)	(4,419)	(5,180)	761	(14,320)	(15,540)	(15,540)	(15,540)
2017 VR Demand Bond	(790,555)		(852,391)	(852,391)	-	-	-	(697,303)	-	(155,088)	-
2015 Revenue Bond	(1,631,144)		(1,645,164)	(1,645,165)	-	(137,097)	137,097	(274,195)	(548,388)	(411,291)	(411,291)
Physician Recruitment	(263,670)		(287,500)	(247,500)	2,500	(37,500)	40,000	(22,500)	(75,000)	(75,000)	(75,000)
Investment in Capital											
Equipment	(3,603,646)		(3,509,190)	(3,509,190)	(190,545)	(365,783)	175,238	(529,968)	(1,296,718)	(961,447)	(721,057)
Municipal Lease Reimbursement	1,164,582		2,354,714	2,354,714	-	-	-	-	600,000	1,000,000	754,714
IT/EMR/Business Systems	(2,608,465)		(1,284,350)	(1,284,350)	(31,196)	(20,833)	(10,363)	(88,573)	(353,777)	(588,000)	(254,000)
Building Projects/Properties	(8,042,805)		(18,578,626)	(18,578,626)	(223,511)	(362,300)	138,789	(486,449)	(8,551,301)	(4,620,671)	(4,920,205)
Change in Accounts Receivable	7,068,523	N1	2,353,530	495,605	838,370	242,007	596,363	(924,092)	195,863	1,128,179	95,656
Change in Settlement Accounts	17,330,115	N2	(8,164,723)	(5,437,746)	382,273	(125,116)	507,389	1,300,582	(2,615,260)	(6,112,434)	1,989,366
Change in Other Assets	300,265	N3	(2,400,000)	(2,462,959)	(380,061)	(200,000)	(180,061)	(662,959)	(600,000)	(600,000)	(600,000)
Change in Other Liabilities	(3,316,939)	N4	900,000	3,051,981	(1,397,793)	1,200,000	(2,597,793)	(698,019)	1,900,000	3,050,000	(1,200,000)
Change in Cash Balance	45,948,864		(12,312,592)	2,656,542	2,221,740	2,422,004	(200,264)	9,582,890	(7,699,337)	72,306	870,650
Beginning Unrestricted Cash	87,018,706		132,967,570	132,967,570	140,328,720	140,328,720	-	132,967,570	142,550,460	134,851,123	134,923,429
Ending Unrestricted Cash	132,967,570		120,654,978	135,624,112	142,550,460	142,750,723	(200,264)	142,550,460	134,851,123	134,923,429	135,794,079
Operating Cash	112,587,033		110,464,710	125,433,844	122,169,923	122,370,186	(200,264)	122,169,923	114,470,586	119,638,026	125,603,811
Medicare Accelerated Payments	20,380,537		10,190,269	10,190,269	20,380,537	20,380,537	-	20,380,537	20,380,537	15,285,403	10,190,269
Expense Per Day	522,193		571,731	562,559	534,403	570,792	(36,389)	534,403	549,221	557,724	562,559
Days Cash On Hand	255		211	241	267	250	17	267	246	242	241
Days Cash On Hand - Operating Cash Only	216		193	223	229	214	14	229	208	215	223

Footnotes:

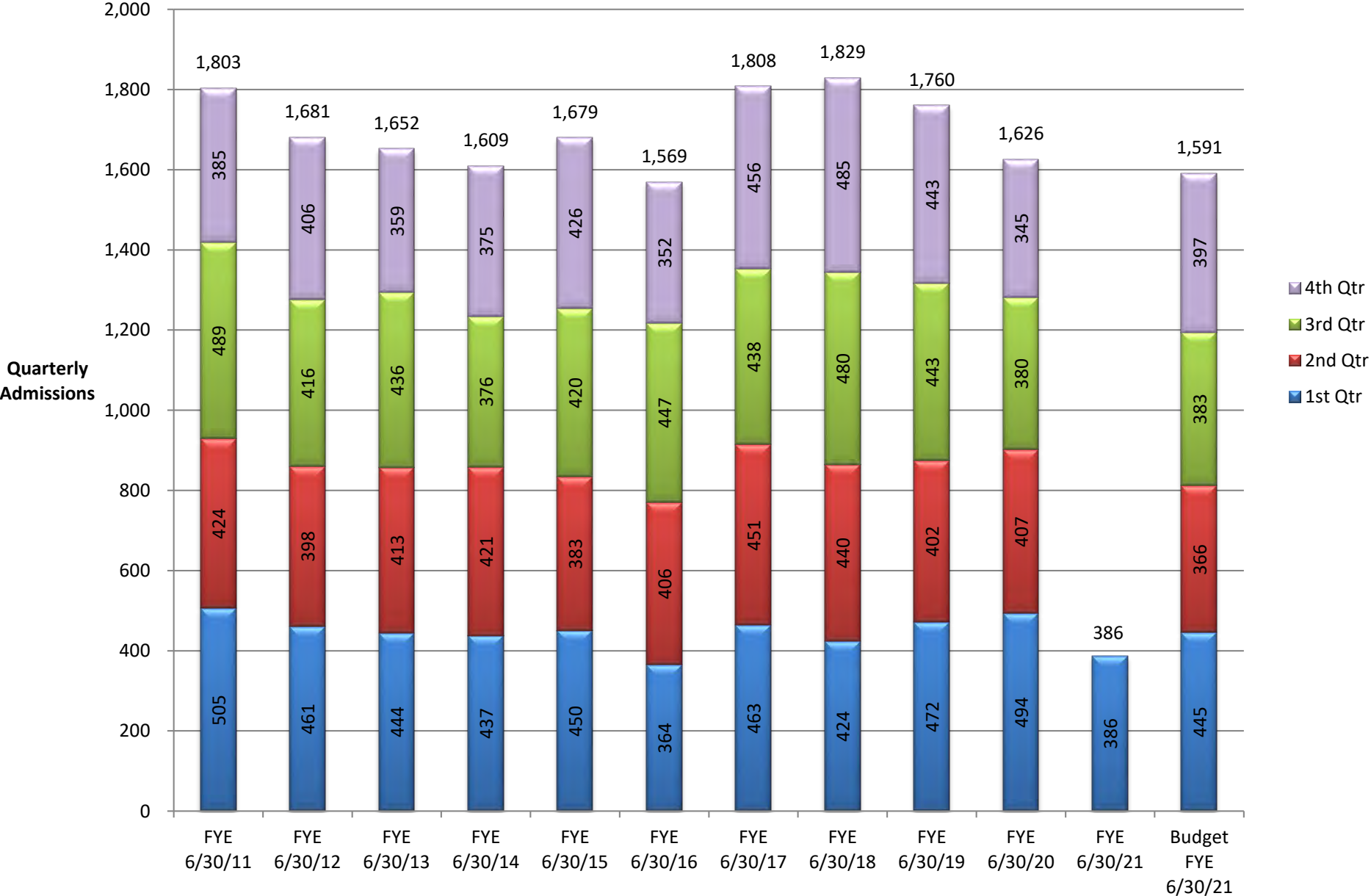
N1 - Change in Accounts Receivable reflects the 30 day delay in collections.

N2 - Change in Settlement Accounts reflect cash flows in and out related to prior year and current year Medicare and Medi-Cal settlement accounts.

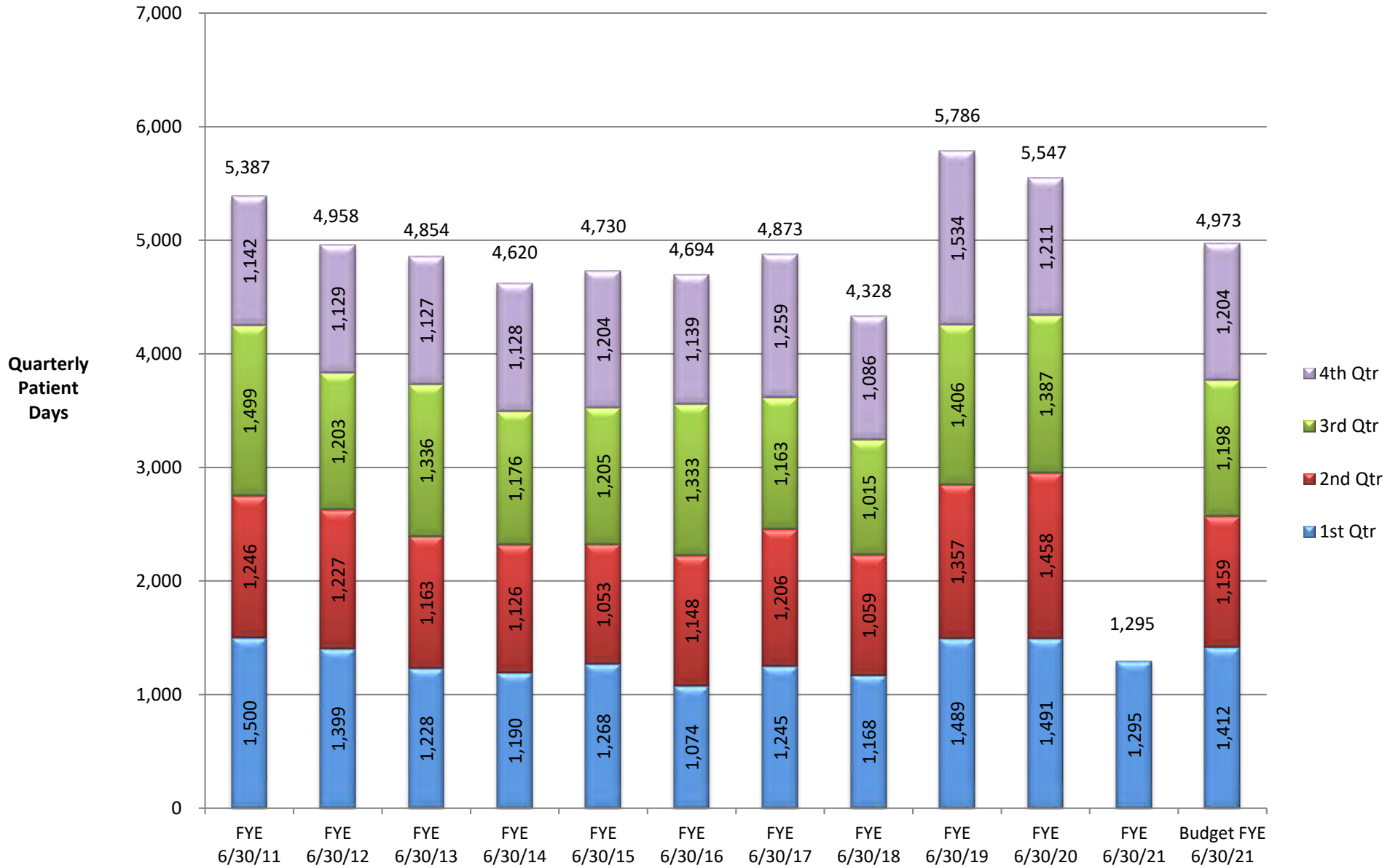
N3 - Change in Other Assets reflect fluctuations in asset accounts on the Balance Sheet that effect cash. For example, an increase in prepaid expense immediately effects cash but not EBIDA.

N4 - Change in Other Liabilities reflect fluctuations in liability accounts on the Balance Sheet that effect cash. For example, an increase in accounts payable effects EBIDA but not cash.

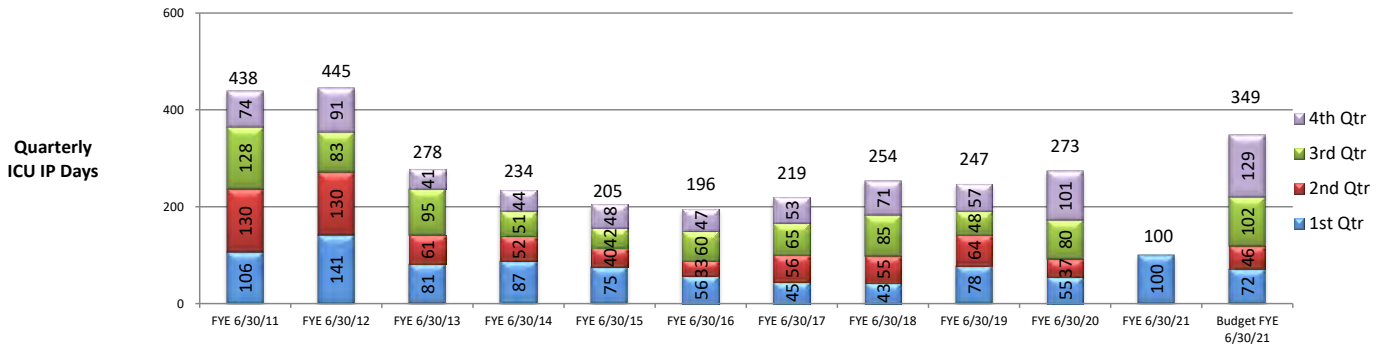
TOTAL TFH ADMISSIONS



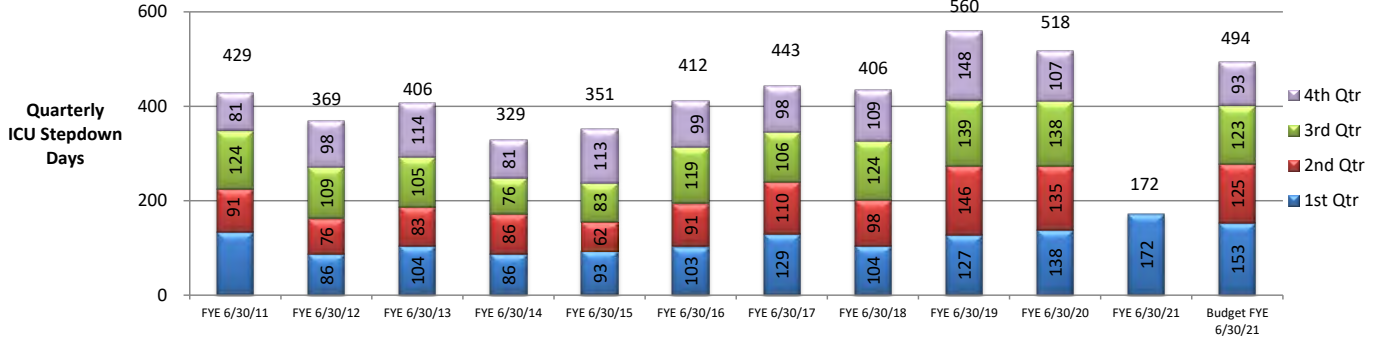
TOTAL TFH PATIENT DAYS



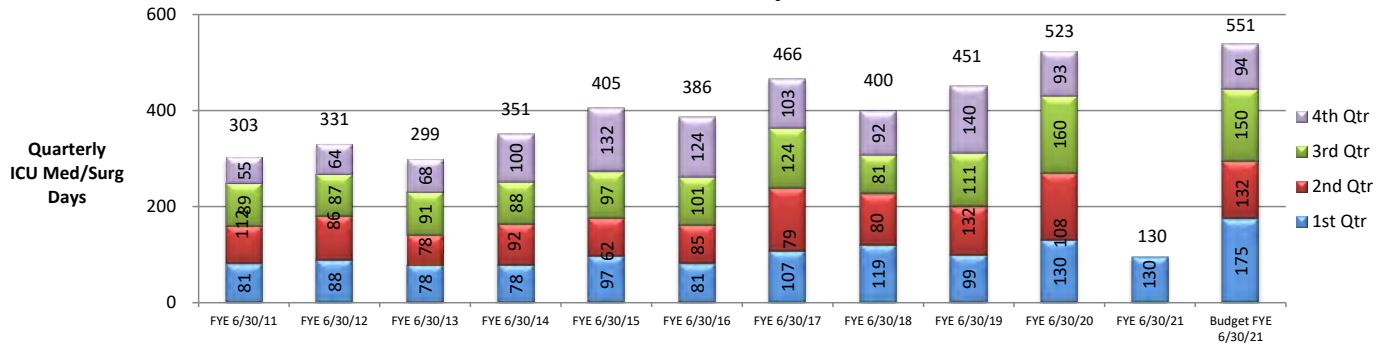
TOTAL TFH ICU INPATIENT DAYS



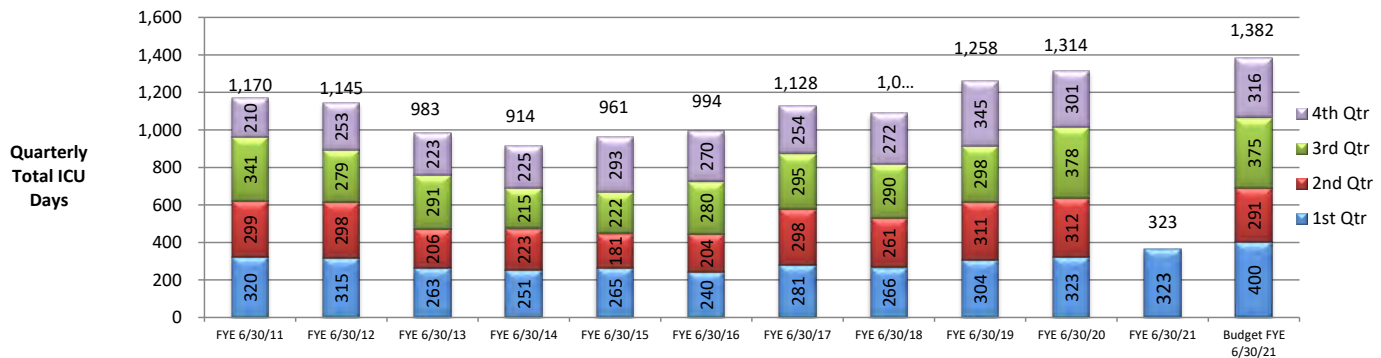
TOTAL TFH ICU STEPDOWN DAYS



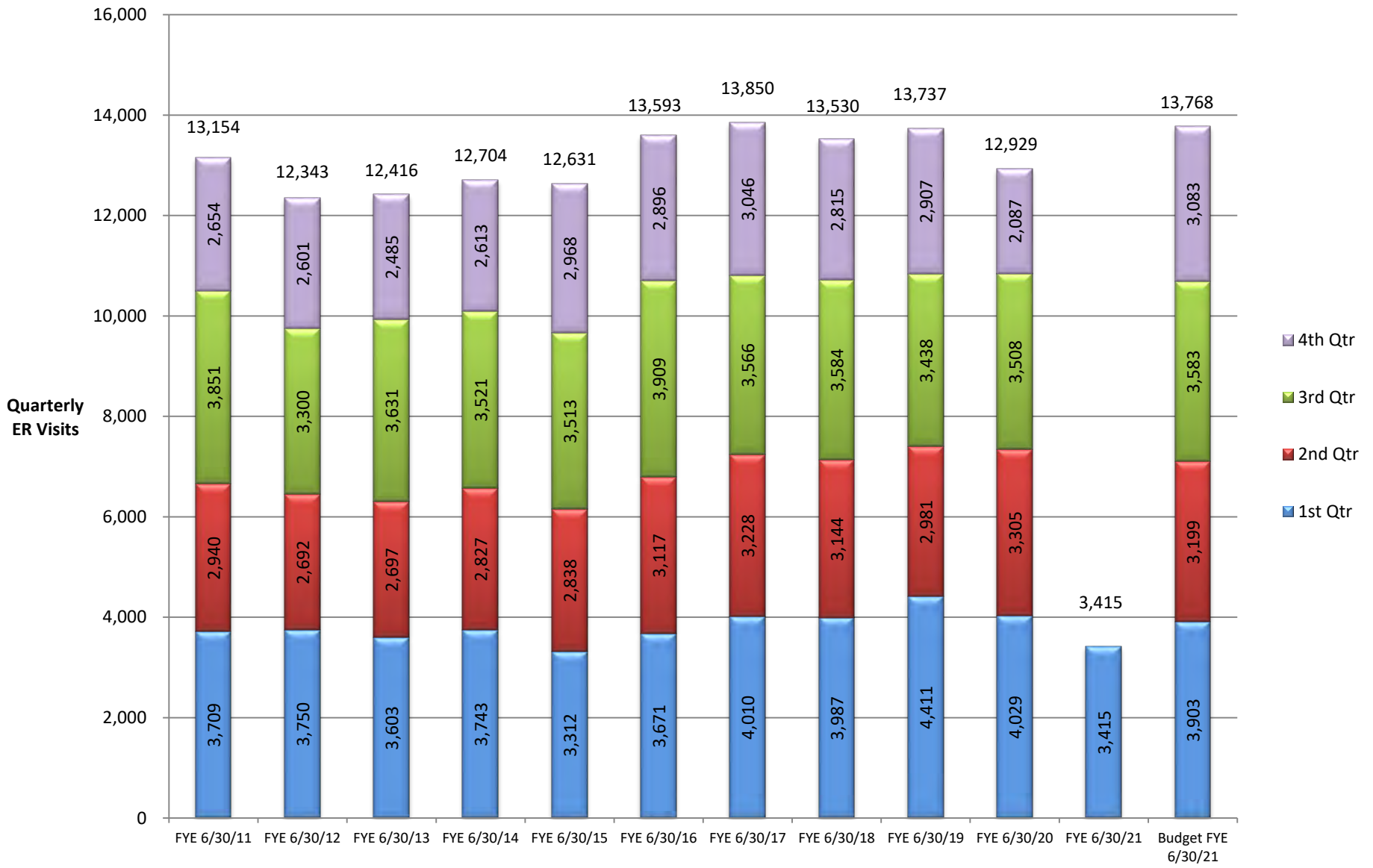
TOTAL TFH ICU MED/SURG DAYS



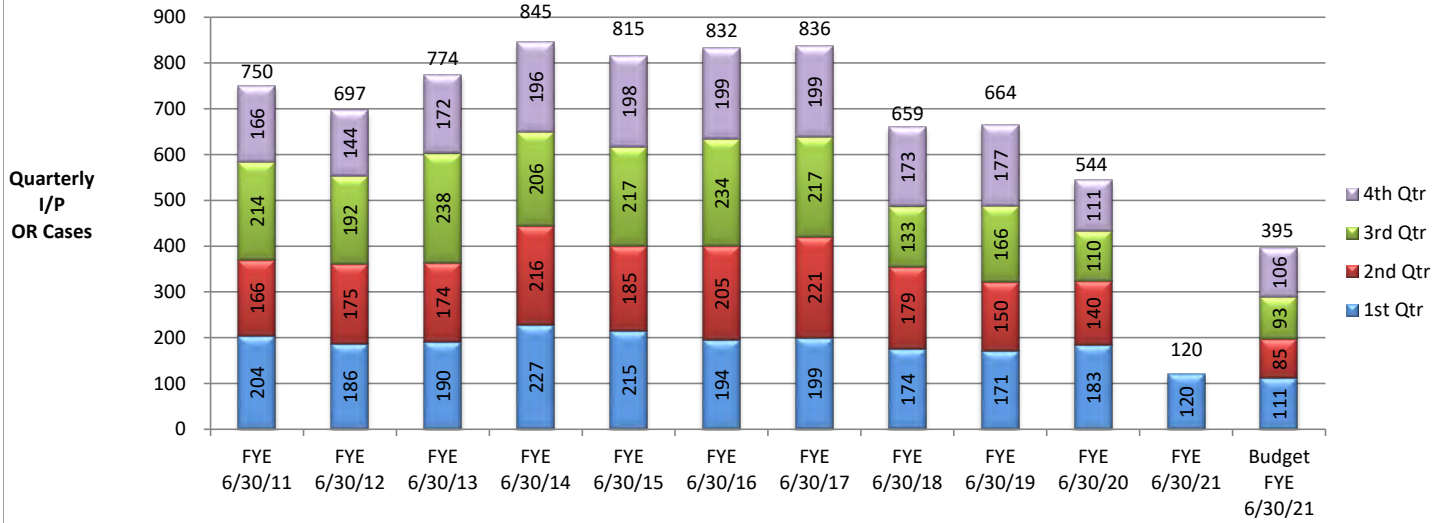
TOTAL TFH ICU DAYS



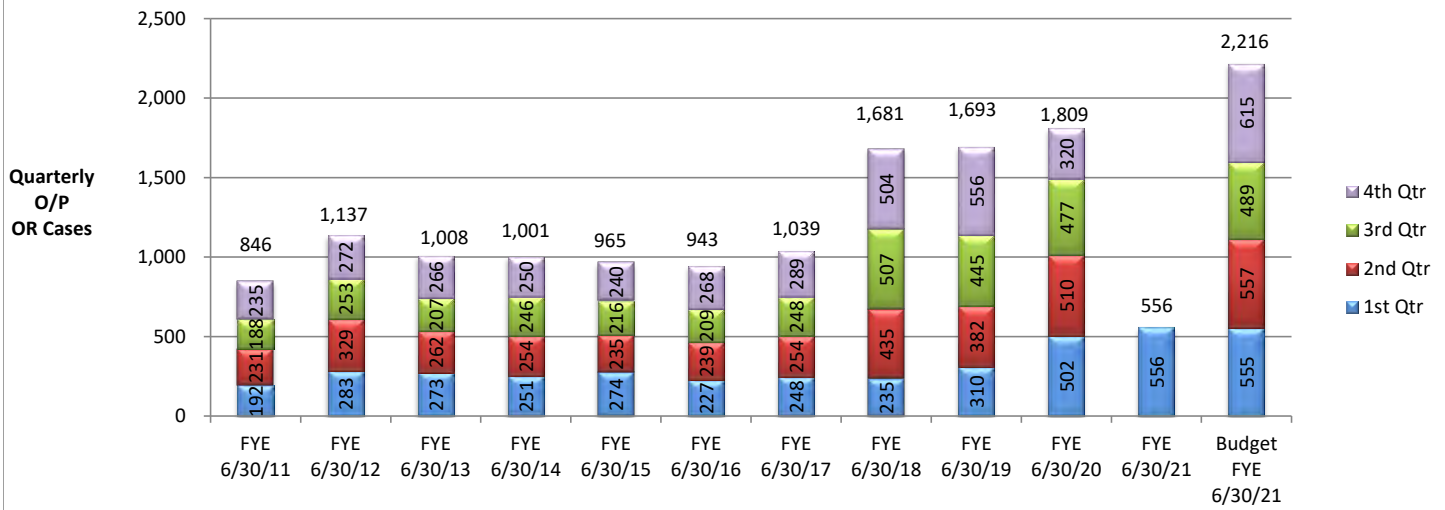
TOTAL TFH ER VISITS



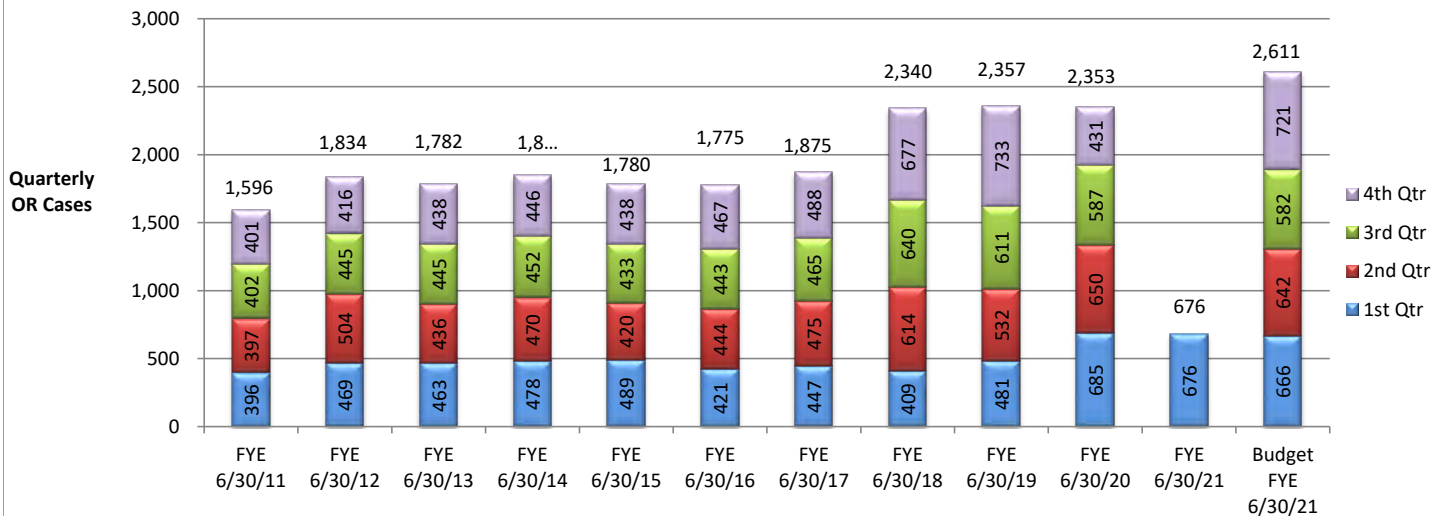
TOTAL TFH INPATIENT OR CASES



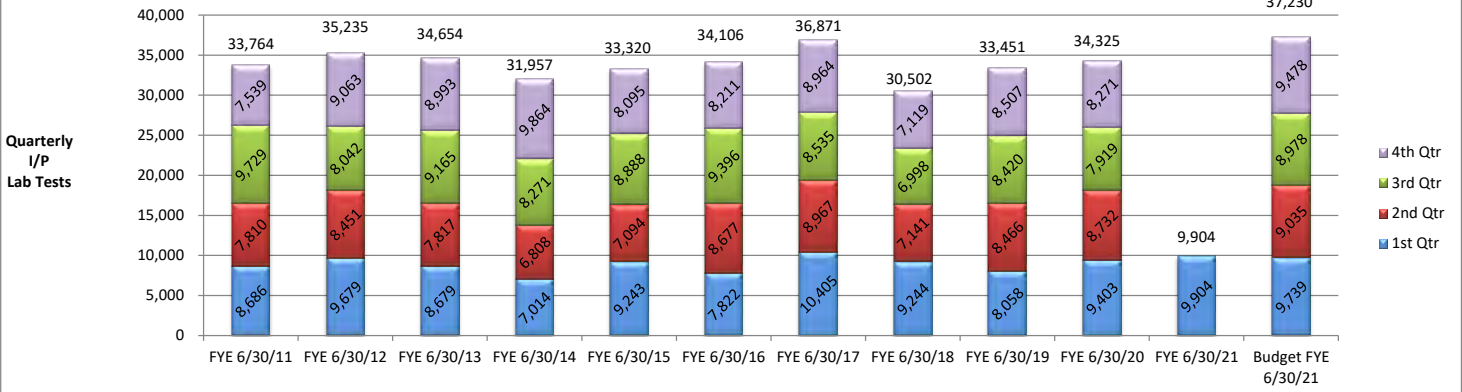
TOTAL TFH OUTPATIENT OR CASES



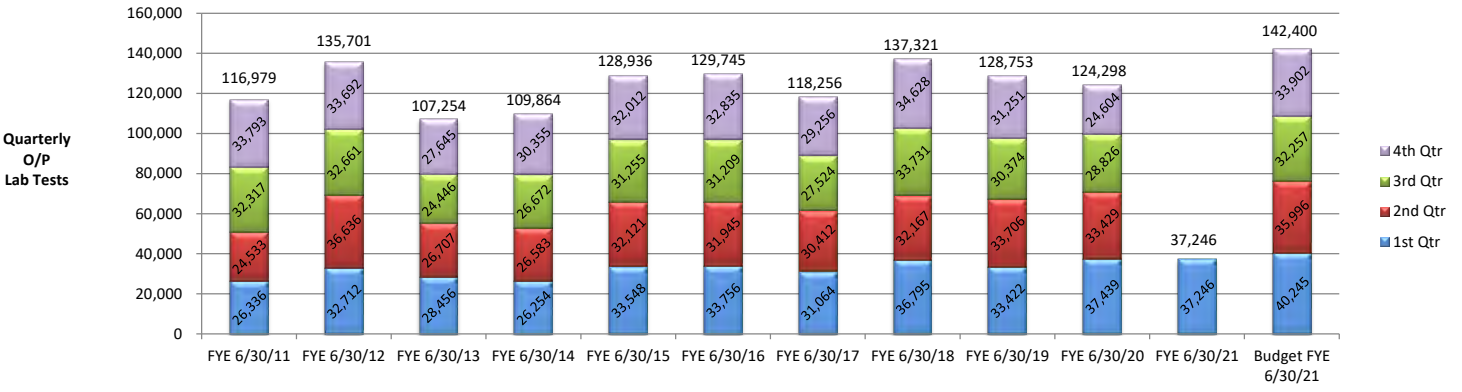
TOTAL TFH OR CASES



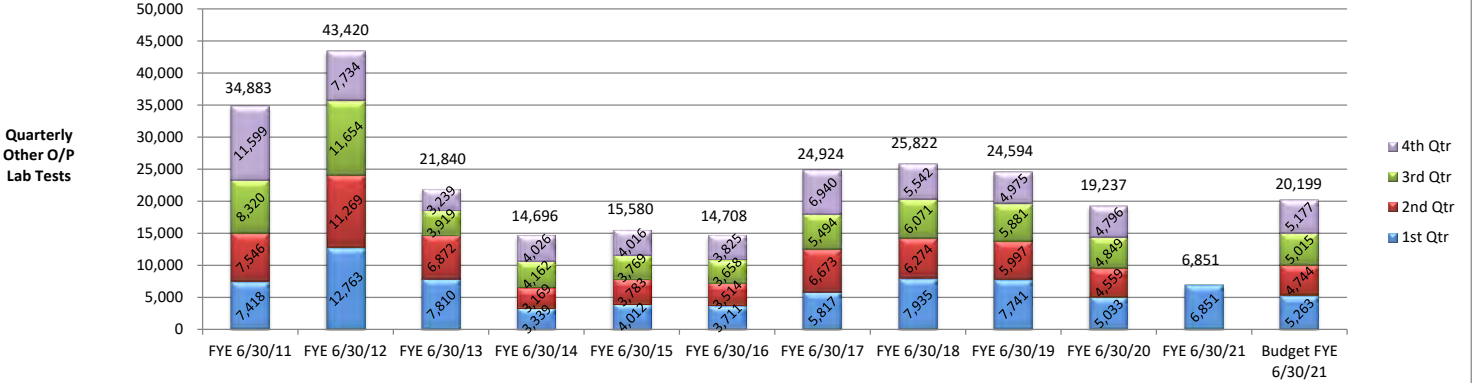
TOTAL TFH INPATIENT LAB TESTS



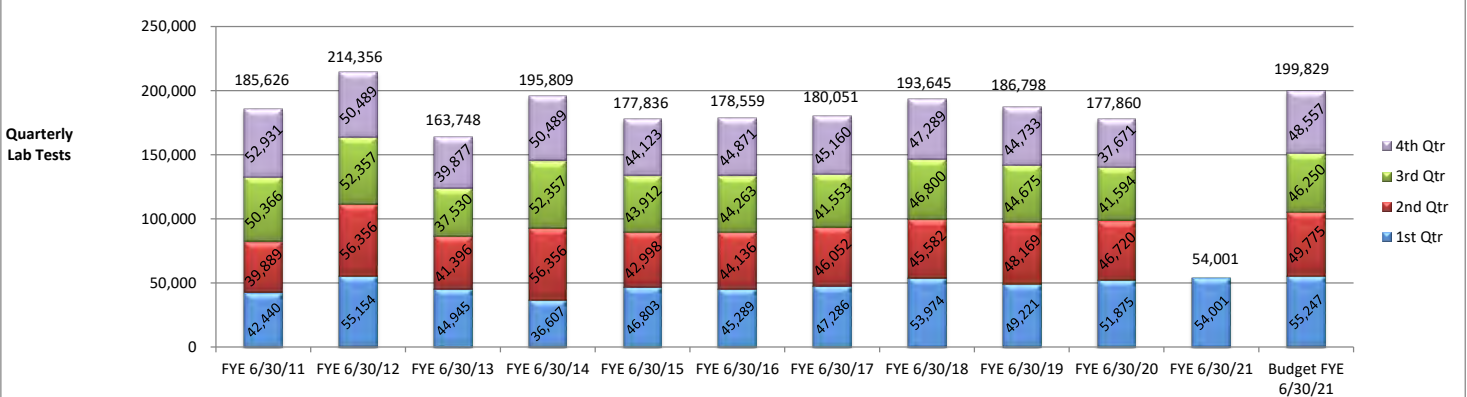
TOTAL TFH OUTPATIENT LAB TESTS



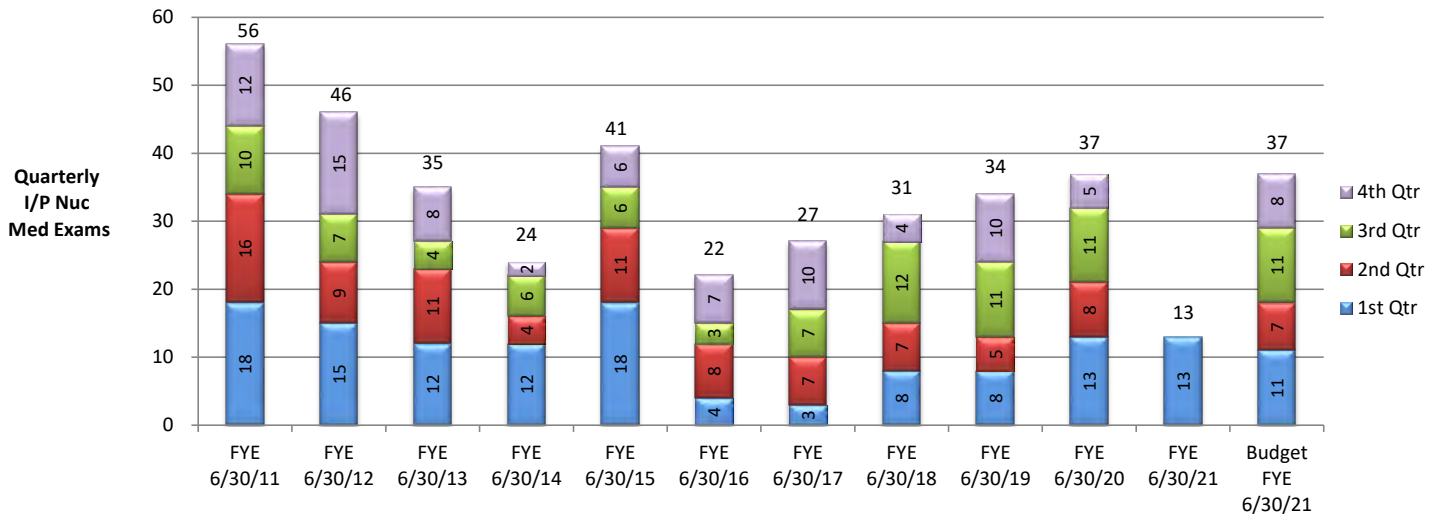
TOTAL TFH OTHER OUTPATIENT LAB TESTS



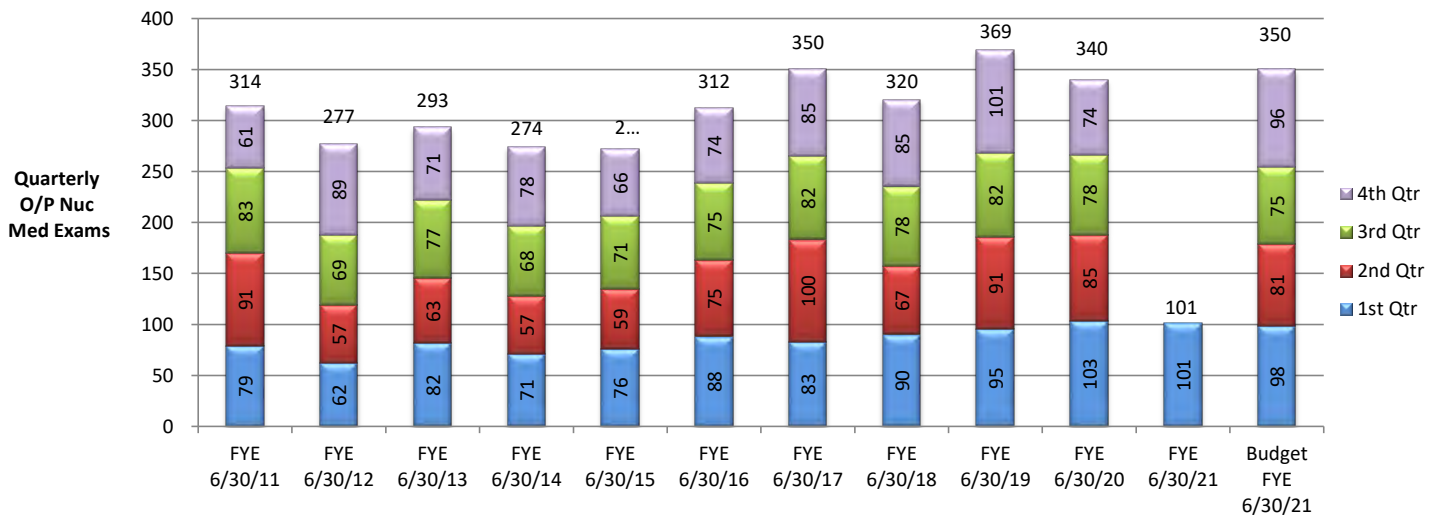
TOTAL TFH LAB TESTS



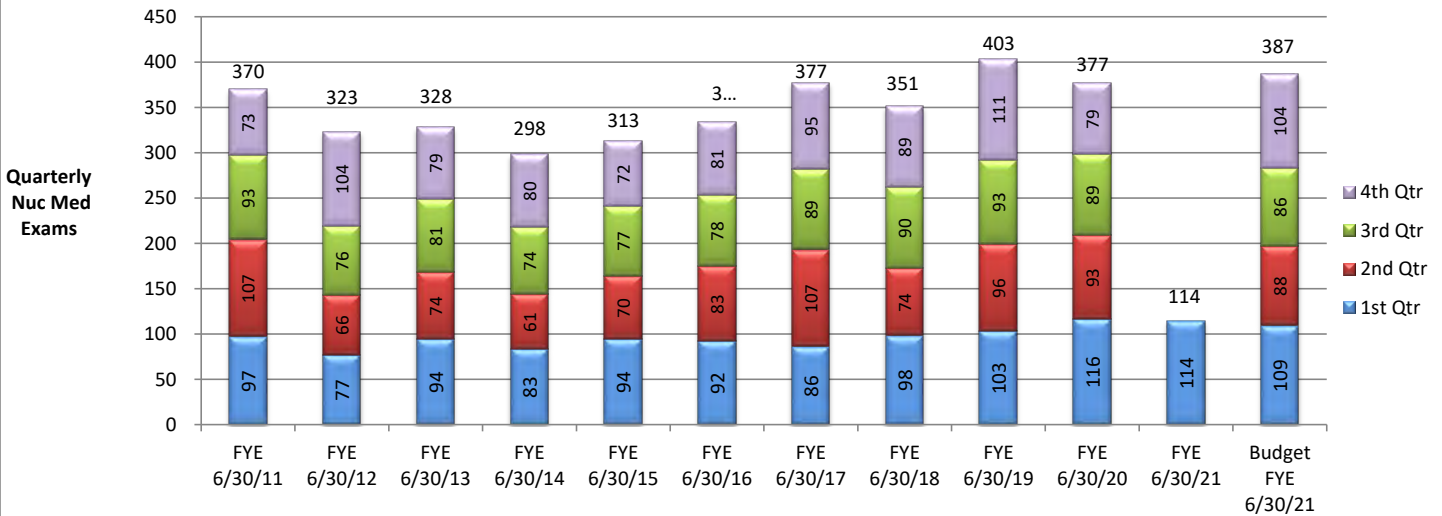
TOTAL TFH NUCLEAR MEDICINE INPATIENT EXAMS



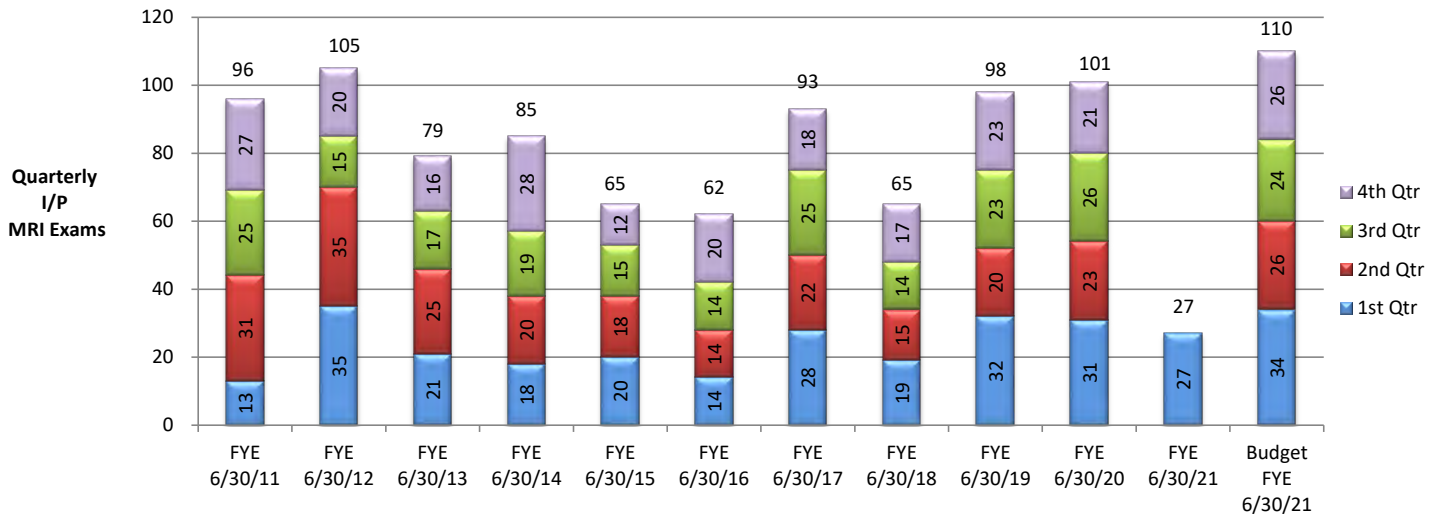
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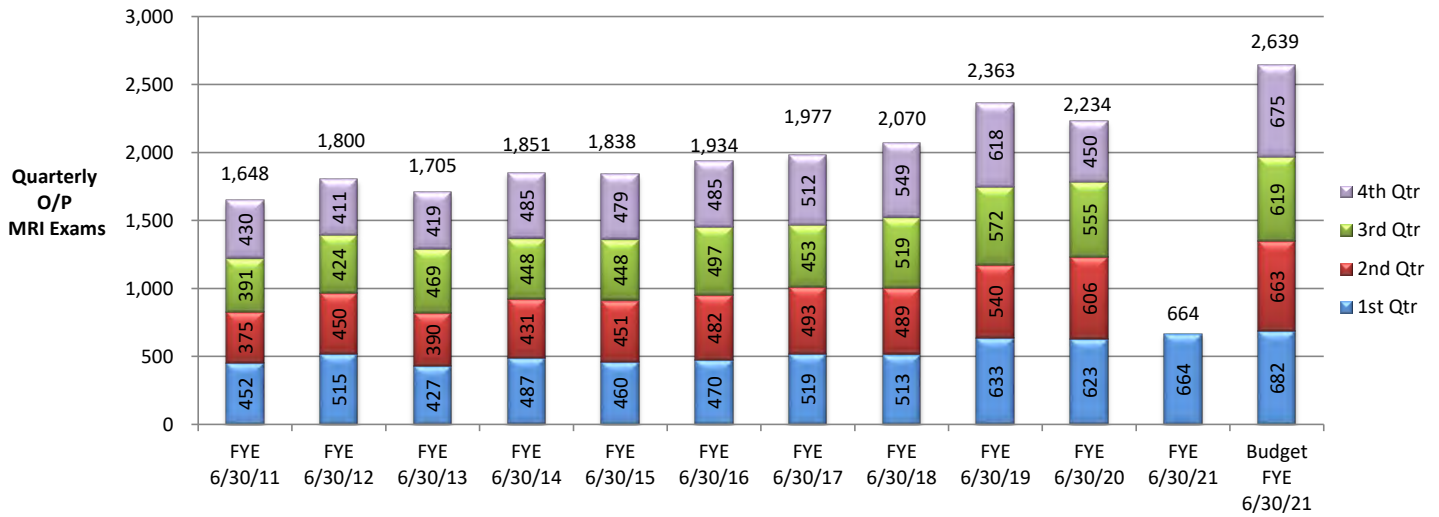
TOTAL TFH NUCLEAR MEDICINE EXAMS



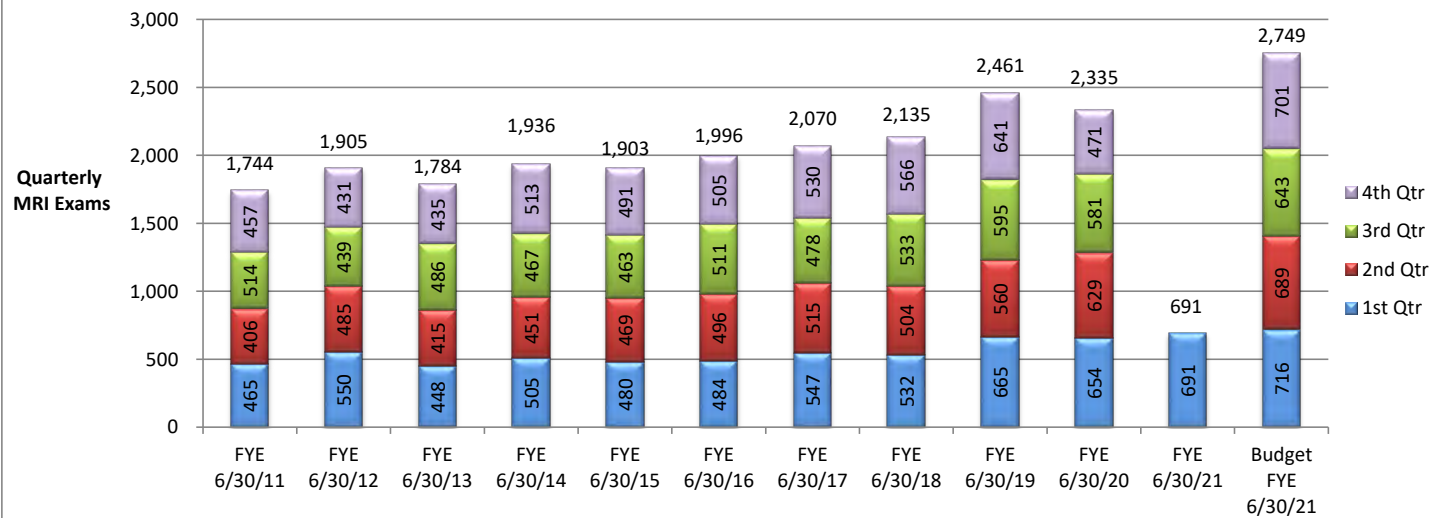
TOTAL TFH MRI INPATIENT EXAMS



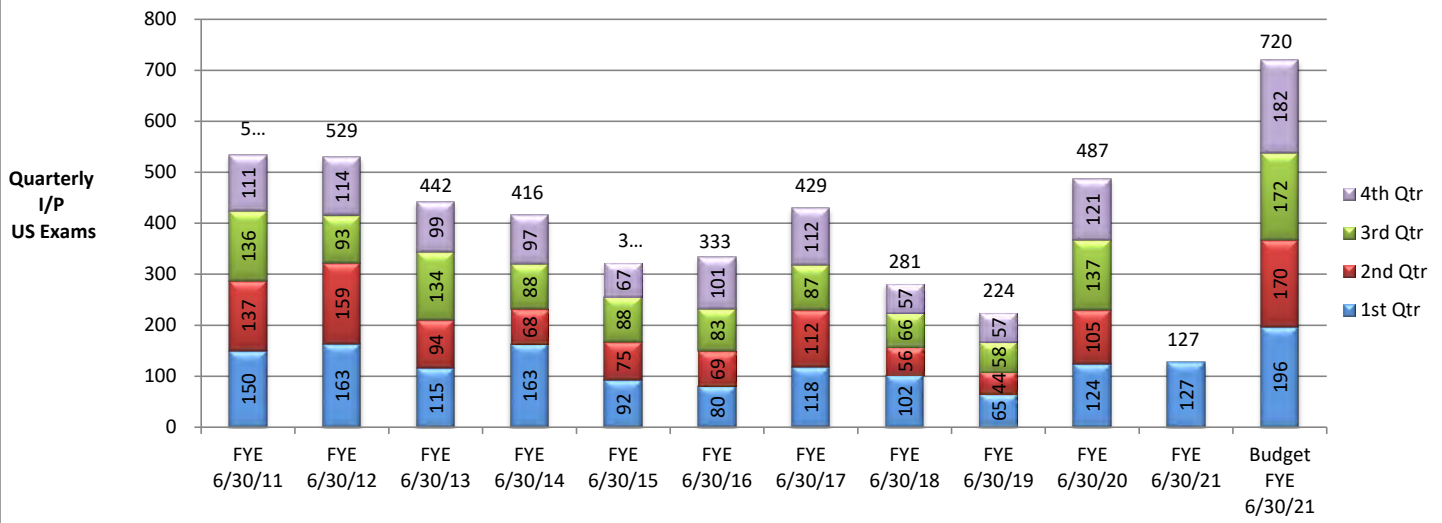
TOTAL TFH MRI OUTPATIENT EXAMS



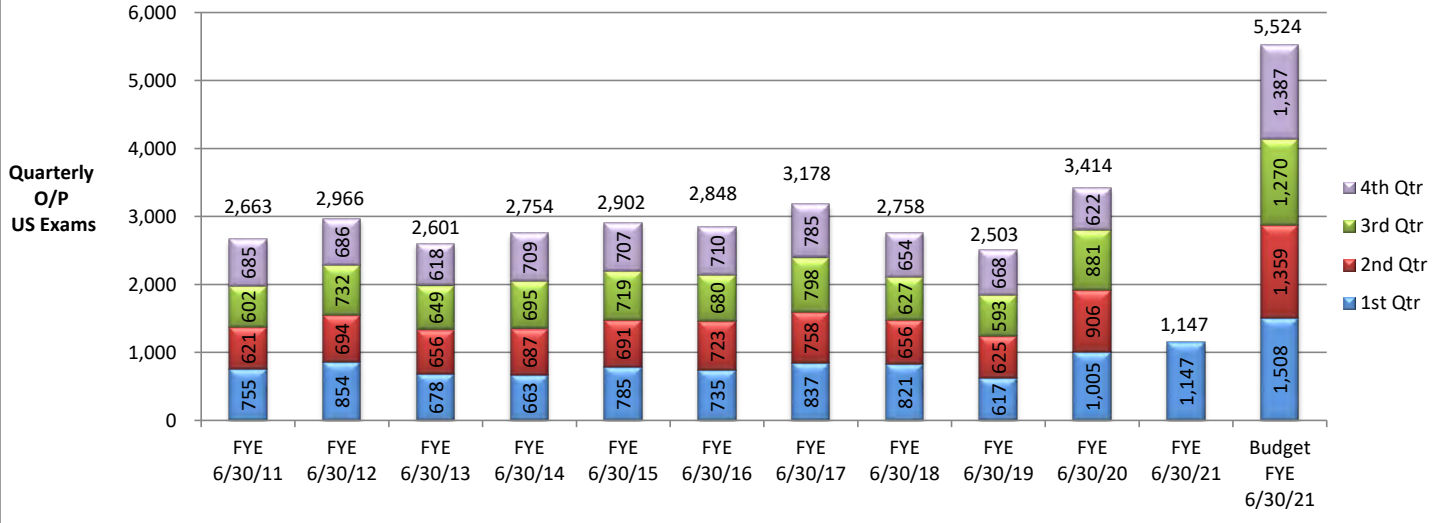
TOTAL TFH MRI EXAMS



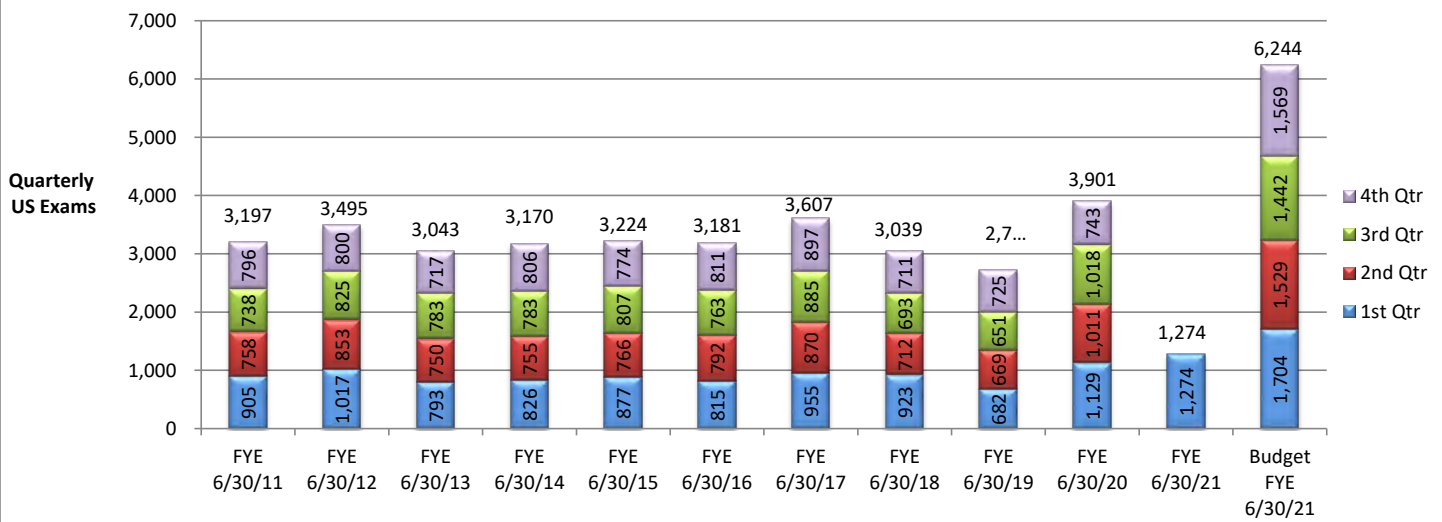
TOTAL TFH ULTRASOUND INPATIENT EXAMS



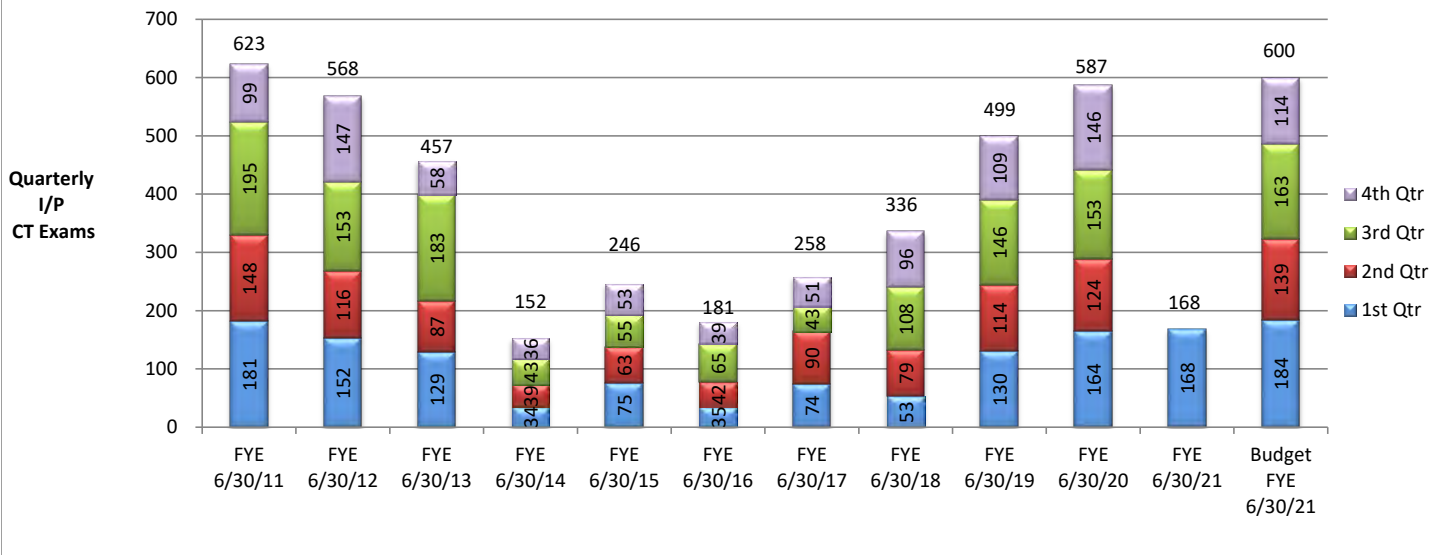
TOTAL TFH ULTRASOUND OUTPATIENT EXAMS



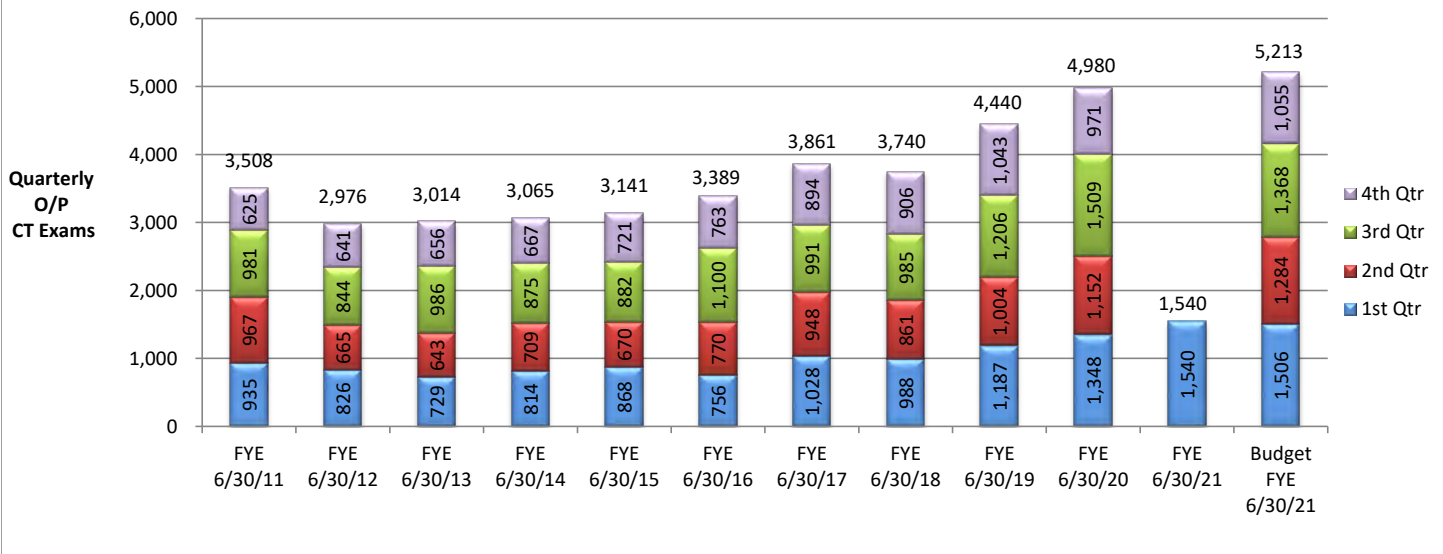
TOTAL TFH ULTRASOUND EXAMS



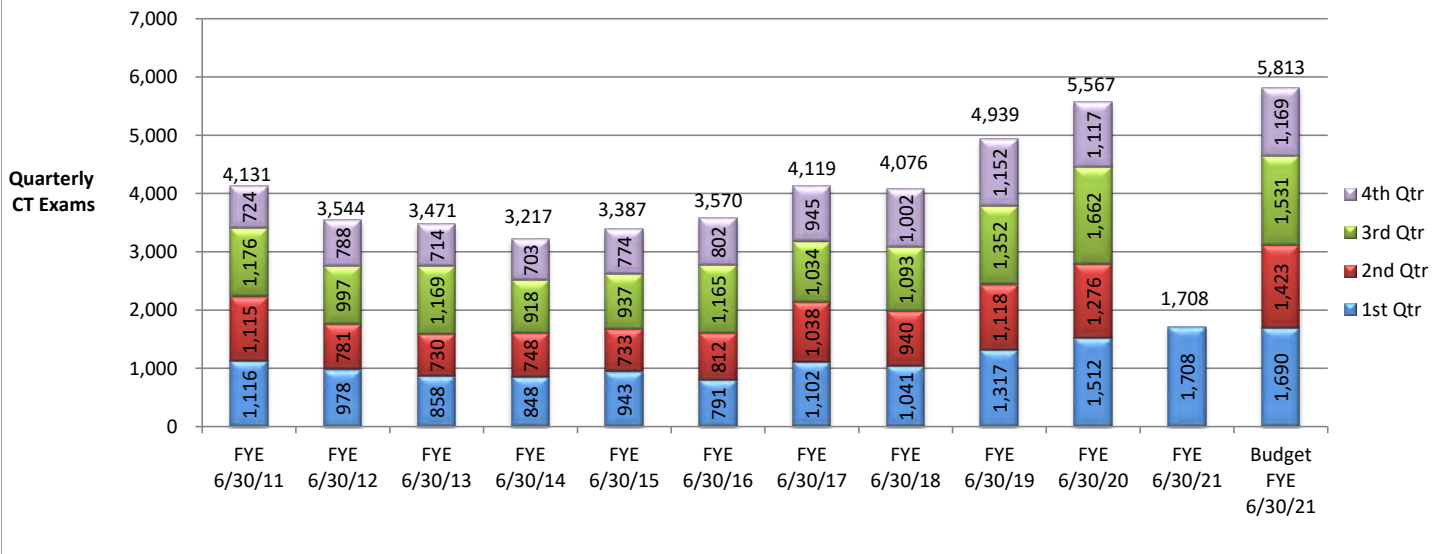
TOTAL TFH CT INPATIENT EXAMS



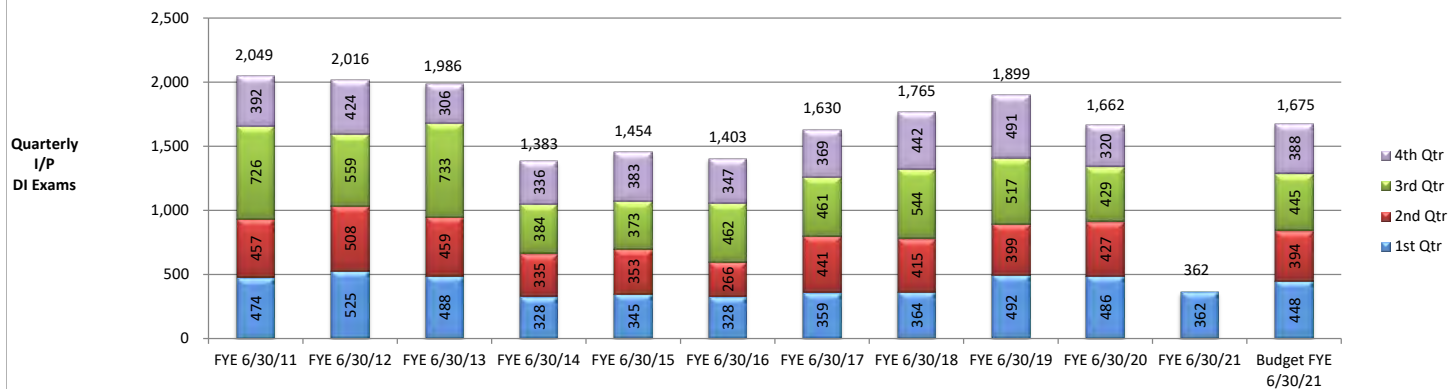
TOTAL TFH CT OUTPATIENT EXAMS



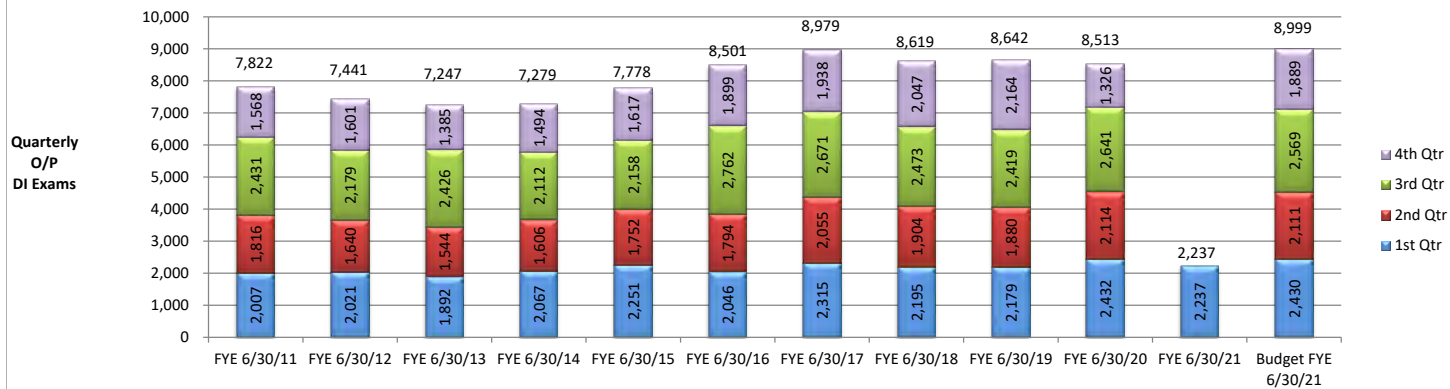
TOTAL TFH CT EXAMS



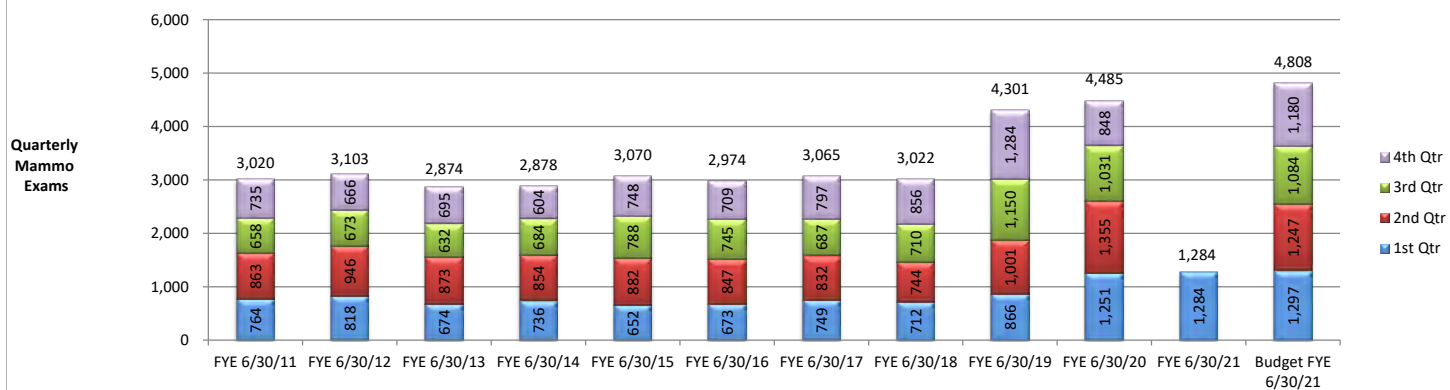
TOTAL TFH INPATIENT DIAGNOSTIC IMAGING EXAMS



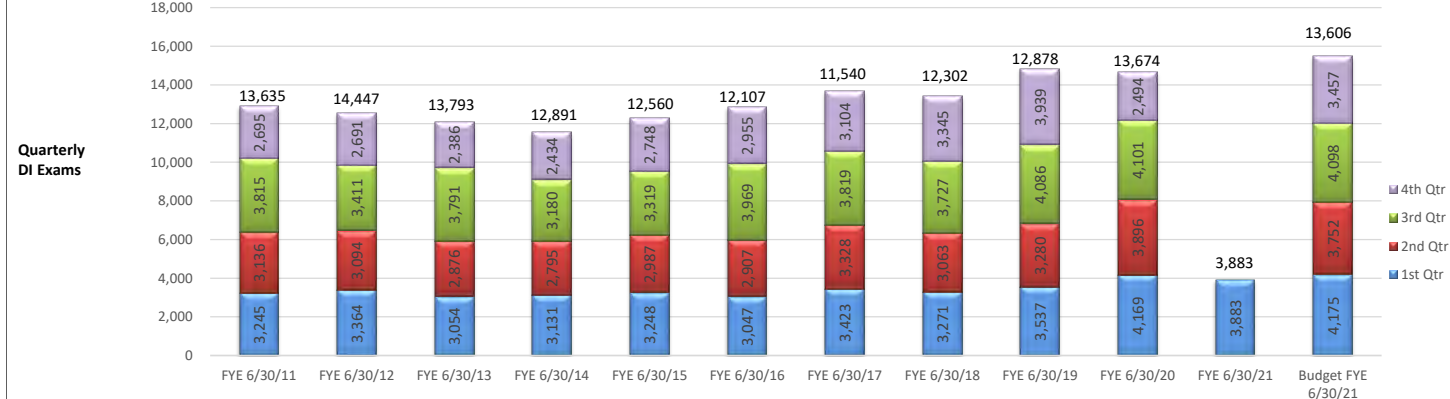
TOTAL TFH OUTPATIENT DIAGNOSTIC IMAGING EXAMS



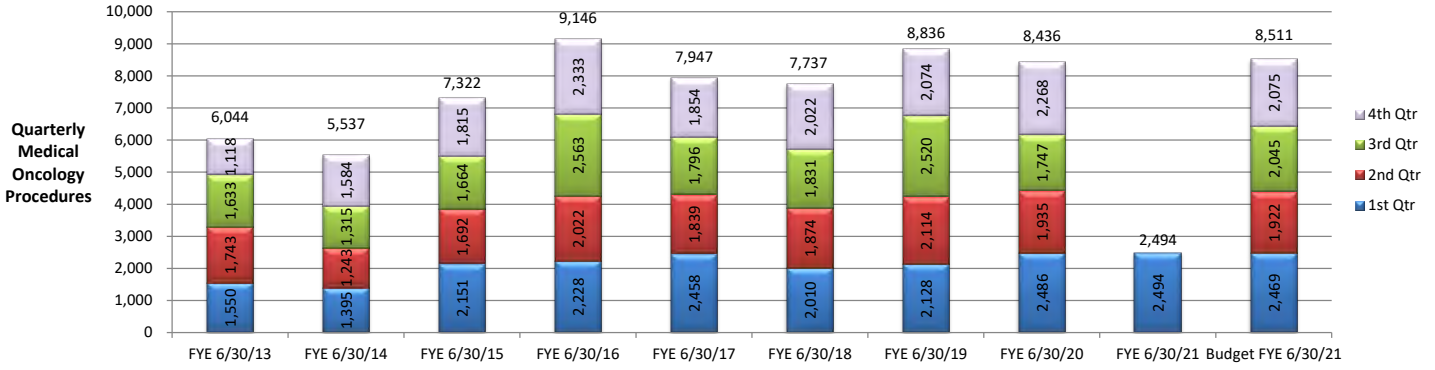
TOTAL TFH MAMMOGRAPHY EXAMS



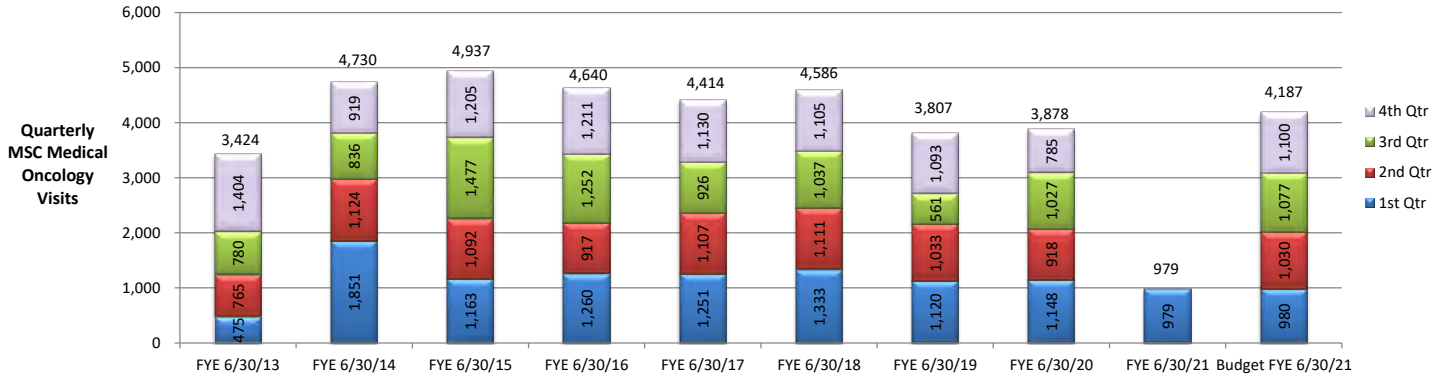
TOTAL TFH DIAGNOSTIC IMAGING EXAMS



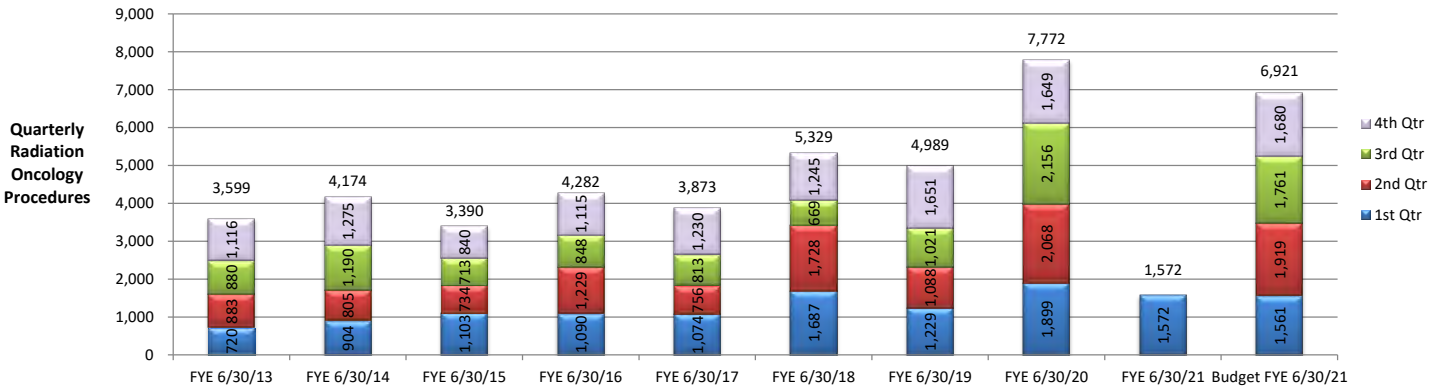
TOTAL TFH MEDICAL ONCOLOGY PROCEDURES



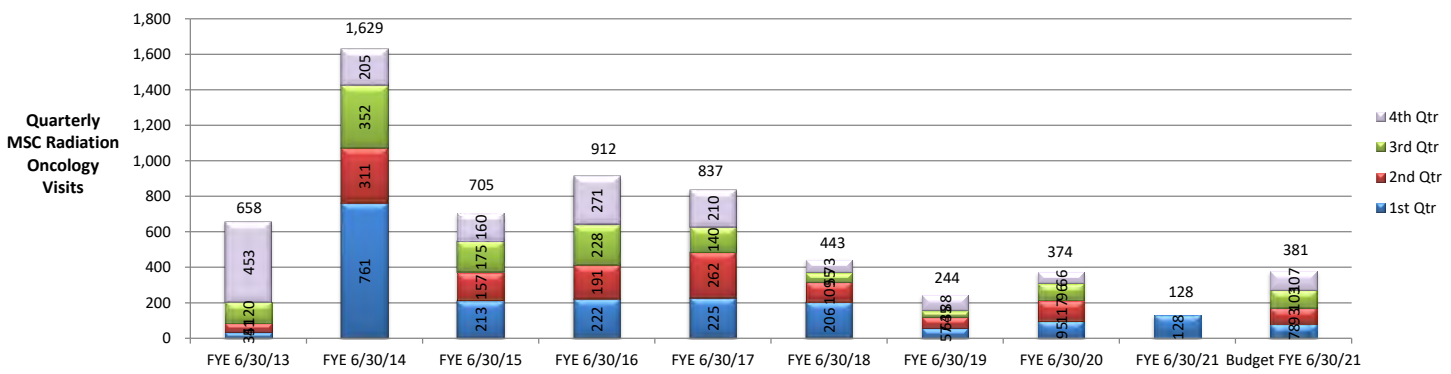
TOTAL TFH MSC MEDICAL ONCOLOGY VISITS



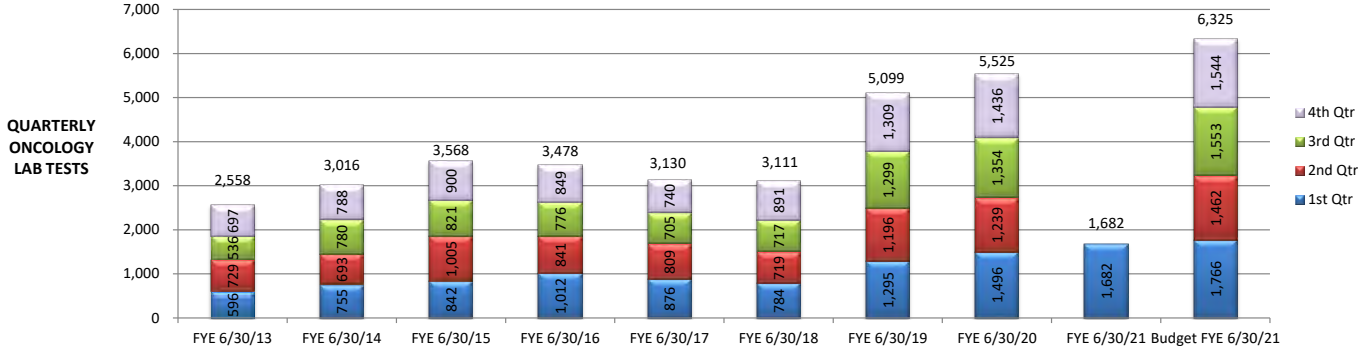
TOTAL TFH RADIATION ONCOLOGY PROCEDURES



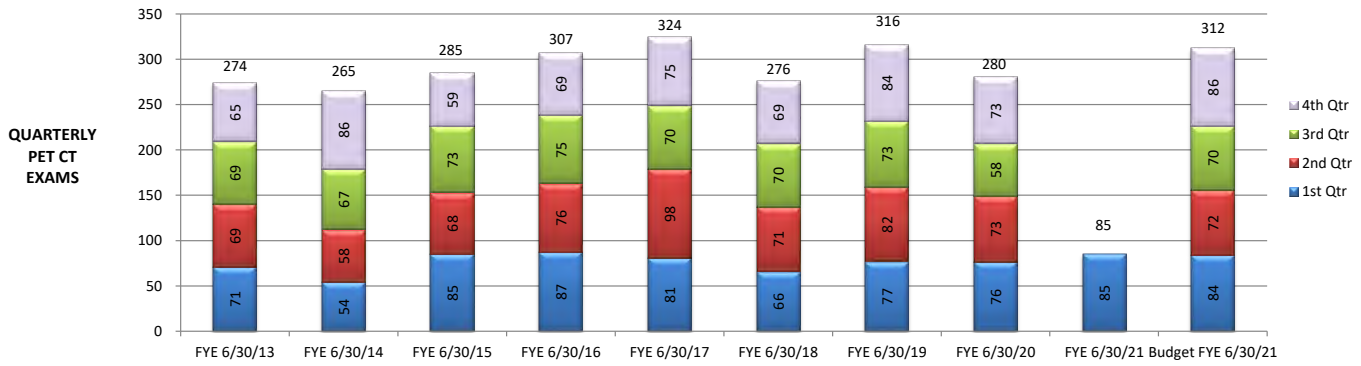
TOTAL TFH MSC RADIATION ONCOLOGY VISITS



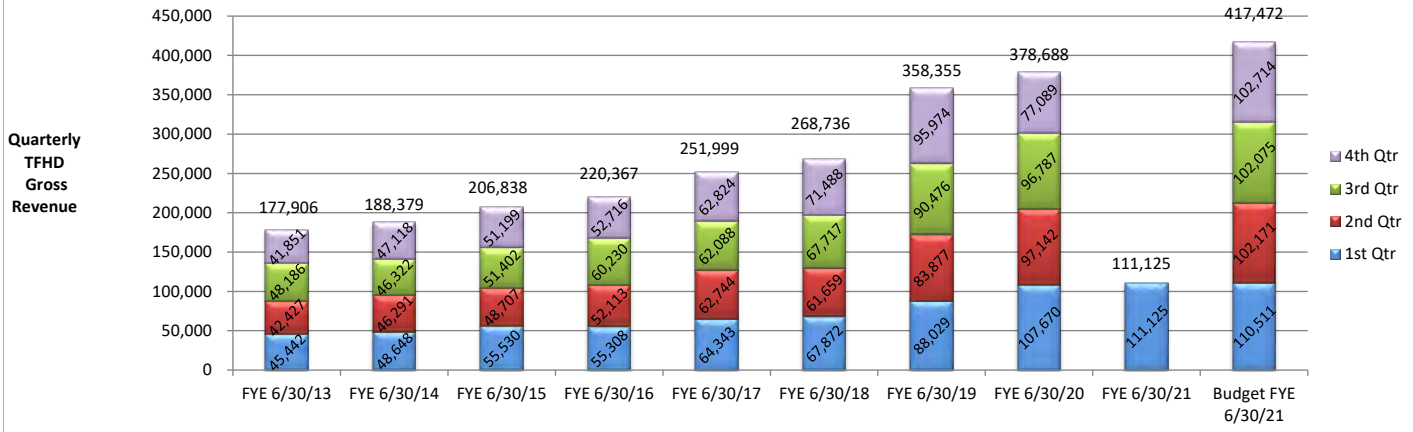
TOTAL TFH ONCOLOGY LABORATORY TESTS



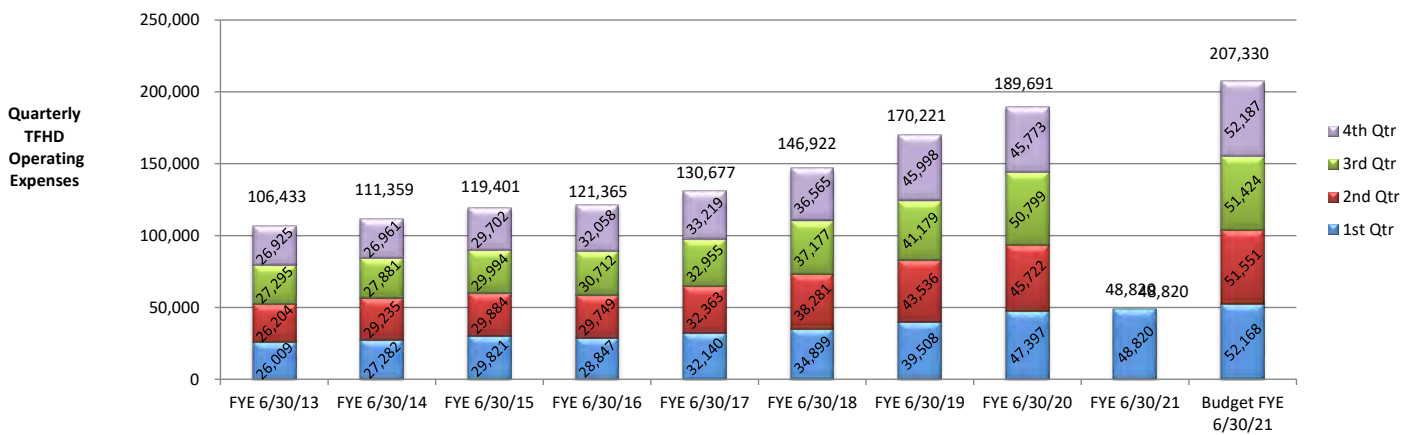
TOTAL TFH PET CT EXAMS



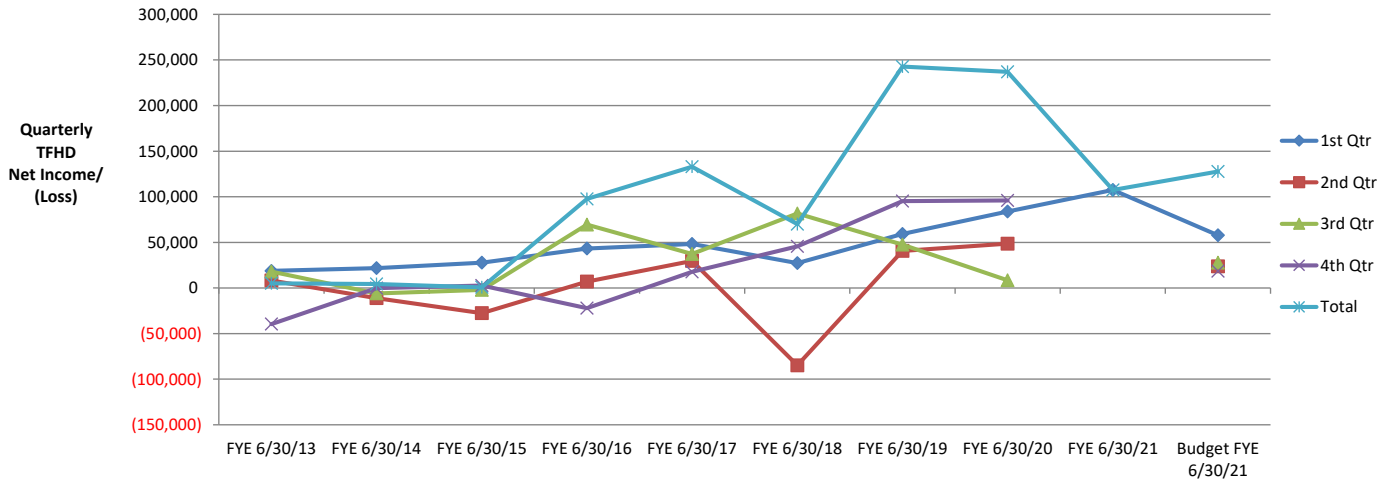
TAHOE FOREST HOSPITAL DISTRICT TOTAL GROSS REVENUE (In Thousands)



TAHOE FOREST HOSPITAL DISTRICT TOTAL OPERATING EXPENSES (In Thousands)



TAHOE FOREST HOSPITAL DISTRICT TOTAL NET INCOME/(LOSS) (In Hundreds)





Board Informational Report

By: Harry Weis
President and CEO

DATE: 10 14 20

Finance Strategies:

September is the fourth month in a row with strong volumes and revenues. Overall gross revenues are estimated to be 1 M higher in September than we experienced in August. We have illustrated a very strong first quarter this fiscal year.

We have admitted about 220 patients for “rule out” or confirmed COVID-19 care pandemic to date. We are happy to report that all patients went home alive.

We have really seen a gradual decline in inpatient COVID-19 census since late June and early July. In the past seven months, our highest individual day was 8 inpatients for a few days. Many, many days have been zero or 1 to 4 inpatients. Even though we are entering the normal flu season, we remain hopeful that we’ll see a continuing gradual decline in COVID-19 activity.

The new peak positive COVID-19 lab test day worldwide was October 10. By contrast we are happy to report as we did last month that the highest positive lab test day in the US is still 7/24, in CA it’s still 7/22 and in NV it’s still 7/16. We remain hopeful these date volume levels are never breached!

We will be making a special note on where we stand on overall volumes, and provider office visits as we complete the first six months of this fiscal year. We do expect to see some positive growth trends versus FY20.

Preparing a budget with all of the massive changes to date and still future possible changes has been some really prolonged hard work this year for our team. We are happy our budget for FY21 and our updated 10 year forecasts will also be included too, this month for Board review and approval.

Our health system remains a tremendous financial value vs the Reno, NV area and all CA hospitals as illustrated in our budget report relative to very low IP gross revenues per patient day, per inpatient discharge, and per outpatient visit as compared to other rural hospitals and CA hospitals in general. This finding is very rare in the healthcare industry. In my 43 years, I have never seen a health system this low versus statewide averages in CA that was successful.

As I shared last month, one major performance marker for our team is to see if we can double our Fund Balance or Net Worth at 6/30/21 vs where it was back on 6/31/15, when back in 2015 the organization was 66 years old. If this goal is achieved, it will truly be an amazing great team achievement in just 6 short years!! This achievement is not about the money, but about empowering this health system to more powerfully walk daily its Mission and Vision Statements, with the improved capacity to really improve the care it provides to our patients.

People Strategies:

We are happy to report, our team won 2nd place overall versus all industries in the Best Place to Work Award for all of N. Nevada and the Tahoe region. We came in second to the Dolan Auto Group, and the 3rd place winner was Carson Tahoe Health. So we were # 1 in healthcare and # 2 overall. As we were # 1 in 2019 and now # 2 in 2020, this is confirmation of a very special and uncommon positive culture here at TFHS. I'm really proud of our team and the results we've built together!

Our partnership in Workforce Housing is growing in focus, complexity and size as it examines the tough and ever changing housing needs of our team members as we seek to have new and improving, realistic housing options to recruit and retain our team members. We will have important information to share with the Board in October.

We continue to work on focused training and engagement with our team members consistent with our Strategic Plan. We will plan for possible increases in patient clinical complexity as well in the future.

We continue to engage with other community businesses and stakeholders and are trying to anticipate any future change in services we might be asked to assist with.

As we shared in the past, our theme this year is on Gratitude and Thankfulness as we continue to focus on being the very best Team of 1 of any health system in the country.

Our last most important theme for our team and our community is "successfully living with COVID-19!"

Service Strategies:

Our team continues to deliver on year over year over year improving patient satisfaction score performance, always with the recognition that this is a never-ending journey of improvement. This is a team commitment we intensify every year. We are operating in rare positive space and we want to keep the positive forward progress going.

Quality Strategies:

We continue to focus on improving all results relative to our Quality of care as we examine external "report cards" and our internal reports. This size of our efforts on this topic area are increasing each year, with the expectation of steady improving results, too each year.

These efforts are in line with our Strategic Plan.

Growth Strategies:

In alignment with our Strategic Plan under Growth, we continue to actively collaborate with many area health systems to the north, south, east and west of our health system, always looking for ways we can learn from each other and to also begin to examine and act on ways we can deliver high quality care with greater efficiency each new year. These activities are ongoing. One such related collaborative action is coming to the Board in October.

We have slowed our media and community group outreach discussions on COVID-19 a bit in recent weeks as the inpatient hospital volumes have really been tapering downward the last three months.

We will be working on thoughtful, focused community engagement seeking to hear what type of experience they wish to have as they access healthcare here. We as a system have to be planning years ahead for the trends we are seeing relative to the increasing demand for healthcare from residents in our region. This topic will continue for many months.

I remain active at the state level working on behalf of all CA District Health Systems and that involvement will increase a bit over the next year as there are many new critical issues facing CA District health systems.

We are also very active on state and federal regulation matters to assure that great rural healthcare can continue here and across America in sustainable ways.



Board COO Report

By: Judith B. Newland

DATE: October 2020

Quality: Pursue Excellence in Quality, Safety and Patient Experience

Focus on our culture of safety

The Incident Command Team for the COVID-19 Pandemic continues to meet every other week. Our current focus continues to prepare for a potential surge this coming winter. We are in the process of completing a laboratory COVID testing site at the Truckee Respiratory Illness Clinic (RIC) that will open end of October, indoor Pediatric RIC that will open early November, and Tahoe City RIC that will open early December. The new Outpatient Lab Draw location opens October 19 in the MOB, Suite 260.

Growth: Foster and Grow Community and Regional Relationships

Define opportunities for growth and recapture outmigration

We have engaged with a firm to assist us in reaching out to our communities and hospital and medical staff to increase our understanding of the patient and visitor experience. As we look in the future to improve our campus and services, listening to end users is important. The outreach will begin this fall and end in April/May 2021. Outreach will include surveys, virtual focus group discussions, and site awareness walks.

Enhance and promote our value to the community

The Incline Village Community Hospital (IVCH) Auxiliary had a successful pre-holiday sale held outside at IVCH October 10 and 17. Items from the gift shop were on display to sell. Social distancing and mask were required. Thank you to members of the North Lake Tahoe Community Health Care Auxiliary for your ongoing support of IVCH.

Service: Optimize Deliver Model to Achieve Operational and Clinical Efficiency

Implement a focused master plan

Report provided by Dylan Crosby, Director Facilities and Construction Management

Moves:

- Outpatient Lab services are moving to the Medical Office Building, 10956 Donner Pass Road, Suite 260.

Projects in Progress:

Project: ECC Interior Upgrades

Estimated Start of Construction: March 2020

Estimated Completion: November 2020

Summary of Work: Remodel all patient rooms and dining area of the 1985 building of the ECC

Update Summary: Project is on hold

Project: Security Upgrades

Estimated Start of Construction: Fall 2020

Estimated Completion: Winter 2020

Summary of Work: Make the necessary modifications to improve security in Surgery, Diagnostic Imaging and Emergency Departments.

Update Summary: Project is in procurement and scheduled to start mid-October

Project: Central Supply

Estimated Start of Construction: September 14th, 2020

Estimated Completion: Winter 2020

Summary of Work: Renovate existing vacant space adjacent to central supply for additional storage.

Update Summary: Construction of overhead work is in progress.

Projects Pre-Construction:

Project: Incline Sterile Processing Remodel

Estimated Start of Construction: Spring 2021

Estimated Completion: Winter 2021

Summary of Work: Remodel and upgrade of equipment in SPD.

Update Summary: Permit is approved and project is being prepared to bid.

Project: Site Improvements Phase 2

Estimated Start of Construction: Summer 2020

Estimated Completion: Winter 2020

Summary of Work: Project includes three site improvements for parking; these sites include Pat and Ollies, Gateway Temporary Lot and MOB East Parking Extension.

Update Summary: Project is pending Town of Truckee approval.

Project: Campus Water Improvements

Estimated Start of Construction: TBD

Estimated Completion: TBD

Summary of Work: Move the PRV station to Donner Pass Rd allowing the Hospital campus to tie into the high-pressure water line in Donner Pass Rd. This will allow for a higher average of water pressure throughout the campus.

Update Summary: Electrical has been approved; water improvements and grading permit are under review. Project is being prepared for bid.

Projects in Design:

Project: Day tank and Underground Storage tank replacement.

Estimated Start of Construction: TBD

Estimated Completion: TBD

Summary of Work: Remove and replace the 30-year-old underground storage tank and existing day tank.

Update Summary: Request for Proposals is released to Pre-Qualified teams

Project: Tahoe Forest Nurse Call Replacement

Estimated Start of Construction: TBD

Estimated Completion: TBD

Summary of Work: Remove and replace existing Nurse Call Systems in Ambulatory Surgery, Emergency, Diagnostic Imaging, Respiratory and Extended Care Center Departments.

Update Summary: Project is in design phase

Project: 2nd Floor MOB

Estimated Start of Construction: TBD

Estimated Completion: TBD

Summary of Work: Remodel three suites of the 2nd floor of the MOB.

Update Summary: Project is going thru pre-phasing study. Request for Proposals is in development.

Project: MRI Replacement

Estimated Start of Construction: TBD

Estimated Completion: TBD

Summary of Work: Replace MRI with new 3T MRI.

Update Summary: Project on Hold

Project: Gateway Medical Office Building

Estimated Start of Construction: Spring 2021

Estimated Completion: Winter 2024

Summary of Work: Create a new medical office building to house multiple hospital entities.

Update Summary: Project on Hold

Project: Incline Endoscopy

Estimated Start of Construction: Spring 2021

Estimated Completion: Winter 2021

Summary of Work: Create a new procedure room for ENDO procedures.

Update Summary: Project is on Hold



Board CNO Report

By: Karen Baffone, RN, MS
Chief Nursing Officer

DATE: October, 2020

Service: Optimize delivery model to achieve operational and clinical efficiency

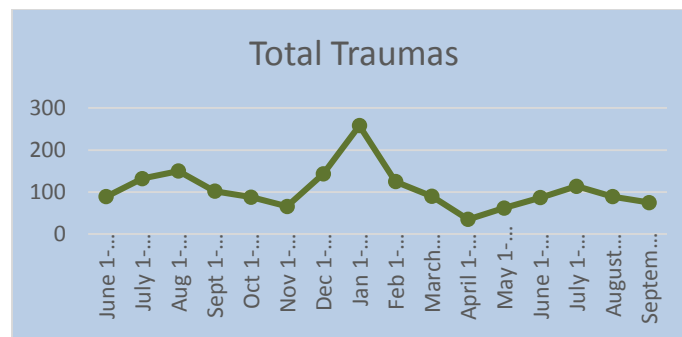
Use technology to improve efficiencies

- Epic upgrade completed without issue
- Developing integration plan for monitors that will be integrated into the EPIC system

Quality: Provide clinical excellence in clinical outcomes

Identify and promote best practice and evidence-based medicine

- Level IV Trauma
 - Designation survey completed – preliminary report is quite favorable. Trauma team will update the board next month when results are available in written format
 - Trauma Stats from inception of the program



- COVID-19
 - CDPH Surge plan completed that will become part of the overall COVID plan administered by the Quality Department
 - No changes in hospital visitor policy-awaiting CDPH information to eliminate any need for unnecessary changes
 - SNF working on an in person visitation per CDPH recommendations
 - SNF mitigation plan accepted by CDPH with 100% compliance
- Code Crimson Initiated Hospital wide
 - Increase reaction time and resource to hemorrhage – 2 completed with excellent outcomes

Growth: Meets the needs of the community

Enhance and promote our value to the community

Completed Affordable Labs on Oct 9, 2020

Breast Feeding – By Appointment (On Friday Mornings)

Prenatal Education – by appointment

Walking Challenge – Walkoctober

Diabetes Management – Prevention – Wednesdays

Prevent type T2 Diabetes – Tuesdays

Authentic Wellness – Coping with daily life's challenges

Behavioral Health Advisory Group – Oct 22



Board Informational Report

By: Jake Dorst

DATE: October 15, 2020

Chief Information & Innovation Officer

Service: Optimize delivery model to achieve operational and clinical efficiency

- E-Signature for reg documents through MyChart – in production 10/15
- Post implementation support and adjustments for updated interfaces and SFTP channels (Glooko, Area/Epic Beacon, CancerLinQ).
- Financial system SFTP implementation
- Mirth Upgrade
- HRSA and PRIME grant data generated for current reporting period
- Two Ambulatory Analysts credentialed in all aspects of Beacon
- PHQ-9 deployment via MyChart
- EPIC upgrade completed
- Hired Fulltime Reporting/Interface resource on informatics team
- Mercy Optime/Anesthesia Upgrade and training complete
- New Lab Draw Clinic
- Setup new Wellness office at Gateway building
- Equipped drive through Flu Clinic with appropriate hardware
- New Conference room at Gateway
- Established Closed Captioning technology for ZOOM
- SOC Evaluation ending. Work with CIO on next steps



Board CMO Report

By: Shawni Coll, D.O., FACOG
Chief Medical Officer

DATE: October 13, 2020

People: Strengthen a highly-engaged culture that inspires teamwork

Build a culture based on the foundations of our values

- Medical Staff is currently deciding on how to utilize the extra funds (from lack of meetings, etc. during this COVID time) in their account to help the community members this holiday season.

Service: Optimize delivery model to achieve operational and clinical efficiency

Develop integrated, standardized and innovative processes across all services

- We continue to refine and optimize our COVID clinical processes for appointments and testing.

Use technology to improve efficiencies

- We are looking at technology to improve efficiencies by automating the COVID screening questions.

Implement a focused master plan

- We continue to explore possible purchase and lease opportunities for clinic expansion.

Quality: Provide clinical excellence in clinical outcomes

Focus on our culture of safety

- Developing protocols for moving intubated patients to the prone position to optimize oxygenation, especially in COVID-19 positive patients.

Prioritize the patient and family perspective

- Beginning a focused program on responding to patient survey results, specifically in clinic operations

Identify and promote best practice and evidence-based medicine

- CMT (Clinical Management Team) continues to review new literature, protocols, medications to combat COVID-19 which helps guide the Health System with new purchases and protocols.

Growth: Meets the needs of the community

Explore and engage potential collaborations and partnerships

- Continued discussions with regional partners on sharing physician and providers resources.

Enhance and promote our value to the community

- We have had successful 'Drive-Thru' flu vaccine clinics to provide efficient and safe ways for our community to be vaccinated

Define opportunities for growth and recapture outmigration

- We currently have several active recruitments for physicians/providers in key areas.

PURPOSE:

The purpose of the onboarding and orientation process is to provide a new board member the information necessary to begin the governing work of the Board of Directors. Further development as a board member is through continuing education.

POLICY:

Tahoe Forest Hospital District will provide essential knowledge of the District to all incoming board members within thirty (30) days of election or appointment.

Board members will be provided opportunities for continuing education to expand their knowledge on key healthcare issues and governance.

PROCEDURE:

When onboarding, new board members complete the following steps:

Human Resources

1. Completes and signs necessary paperwork with Human Resources.
2. Reviews benefit package with Benefits Coordinator.

Clerk of the Board

3. Receives tablet, user ID and email.
4. Reviews board portal.
5. Completes FPPC Statement of Economic Interests Form 700.
6. Initiates required regulatory training (i.e. AB1234 Ethics training, Sexual Harassment Prevention training).

President & Chief Executive Officer

7. Meets with President & CEO to review the Mission, Vision, Values, Organizational Chart, Strategic Plan and Master Plan of the District.

General Counsel

8. Meets with General Counsel to review Brown Act, public meeting procedures, etc.

Corporate Compliance Officer

9. Reviews District's Corporate Compliance Program and Work Plan.

Executive Director of Governance

10. Reviews Order & Decorum, board policies, etc.

Chief Financial Officer

11. Reviews most recent audited financials, budget and 10 year forecast.
12. Reviews monthly financial report package.

Director of Quality

13. Reviews Quality Assurance Performance Improvement Plan (QA/PI), ~~Quality Dashboard and CMS Star Ratings.~~
14. Reviews Quality Dashboards.
15. Reviews CMS Star Ratings.
16. Reviews composition, role and duties of Grievance Committee.
17. Reviews composition, role and duties of Patient Family Advisory Council.

Director of Medical Staff Services

18. Reviews structure and duties of Medical Executive Committee.
19. Reviews current process for Medical Staff credentialing
20. Reviews Medical Staff Peer Review process.

Additional materials on governance, quality and finance topics will be distributed electronically.

Appropriate external continuing education and conference will be suggested by administration. Outside education costs will be paid in accordance with [Board Compensation and Reimbursement, ABD-03](#) policy.

ORDER & DECORUM OF BOARD BUSINESS FOR 2020

1. PUBLIC PARTICIPATION IN BOARD MEETINGS

The public's participation in the affairs the health system's governance assists in understanding the public's input through the governing process and has value. Consideration will be given to this value while the Board Chair reserves the privilege to recognize members of the public. Board members assistance in calling attention to public members they desire to be recognized is encouraged.

2. PROMPTNESS AT MEETING TIME

Board members are requested to observe timely appearance at Board functions in respect to the public, staff and Board. With assistance of the Board Clerk, staff and other presenters will be scheduled in order to support the timely work of the Board. Board members are requested to notify the Clerk of the Board relative to their absence or anticipated late arrival as soon as such situation is known.

3. AGENDA ITEMS

No issues shall be placed on the agenda that are beyond the jurisdiction and authority of a California Health System Special District or that are non-essential to hospital district governance.

4. LAST MINUTE SUPPORTING DOCUMENTS

Last minute supporting documents by staff put Board members at a disadvantage by diluting the opportunity to study the documents. All late submission of supporting documents must be justified in writing stating the reasons for the late submission. The Clerk will notify the Board of late submissions and their justification when appropriate. Bona fide emergency items involving public health and safety requiring Board action will be excluded.

5. REQUESTS FOR INPUT OR DIALOGUE

Requests by Board members during a meeting for the opportunity to speak, for public input, or for additional staff input, should be made through the Chair.

6. INDIVIDUAL BOARD MEMBER AGENDA REQUESTS

All individual Board items should be discussed with the Chair and CEO before agenda review. All items will be reviewed for completeness. Sufficient supporting documents must be provided in a timely manner so that appropriate staff may become involved. Items must meet scheduling requirements. No more than two items per board member will be considered at a board meeting.

7. ROLE OF THE PRESIDENT CHAIR

- Run meetings and associated duties within meetings
- Preside over ceremonial situations
- Committee appointments
- Approve agendas for completeness
- Speaks for the board to the media.

8. BOARD VACANCIES

Board vacancies will be handled in accordance applicable Government Code and Board of Directors Bylaws.

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In the event a member of the Board of Directors vacates their position, remaining members of the District board may fill the vacancy either by appointment or by calling an election.

If the board chooses to appoint, the board may:

- 1. Appoint an individual of its choosing, or;
- 2. Seek candidates from which to make a selection.

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If the board fails to act within ninety (90) days, the County Board of Supervisors may appoint the position.

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CULTURE

8.9. EXPECTATIONS REGARDING ORGANIZATIONAL CULTURE

EXPECTATIONS OF BOARD MEMBERS

- A. Always focus on what is best for Tahoe Forest Hospital District, represent the Hospital.
- B. Maintain good board relationships and visibly demonstrate respect for, and fairly represent each other.
- C. Be sensitive to your public image and conduct at all times.
- D. Be respectful, open, candid, honest and fair:
 - 1. Explain your perspective, rationale and reasoning.
 - 2. Remember that respect for debate, differing opinions and reasoning mitigates polarization.
 - 3. Demonstrate that it is fine to disagree but not be disagreeable.
 - 4. Don't be inhibiting or limiting.
 - 5. Value the staff as individuals and demonstrate mutual respect.
 - 6. Let staff know of questions you have on an agenda item or staff's recommendation with grace.
- E. Do your homework, be prepared when bringing an item to the Board, be as concise as possible, and don't repeat comments made by another Director.
- F. Recognizing that the Board is the staff's first priority:
 - 1. Provide clear direction to the President & CEO.

2. Prioritize the level of importance of issues and feel free to go directly to the President & CEO or the Executive Team.
3. Go to the President & CEO's office and/or Executive Team and not to a front line employee on any issue, especially as it relates to committee meeting business
4. Recognize that discussions with staff are welcome but do not constitute policy direction, which only comes from the full Board.
5. Recognize the sensitivity of personnel matters, direct all personnel concerns or complaints to the President & CEO's office and do not publicly discuss them.

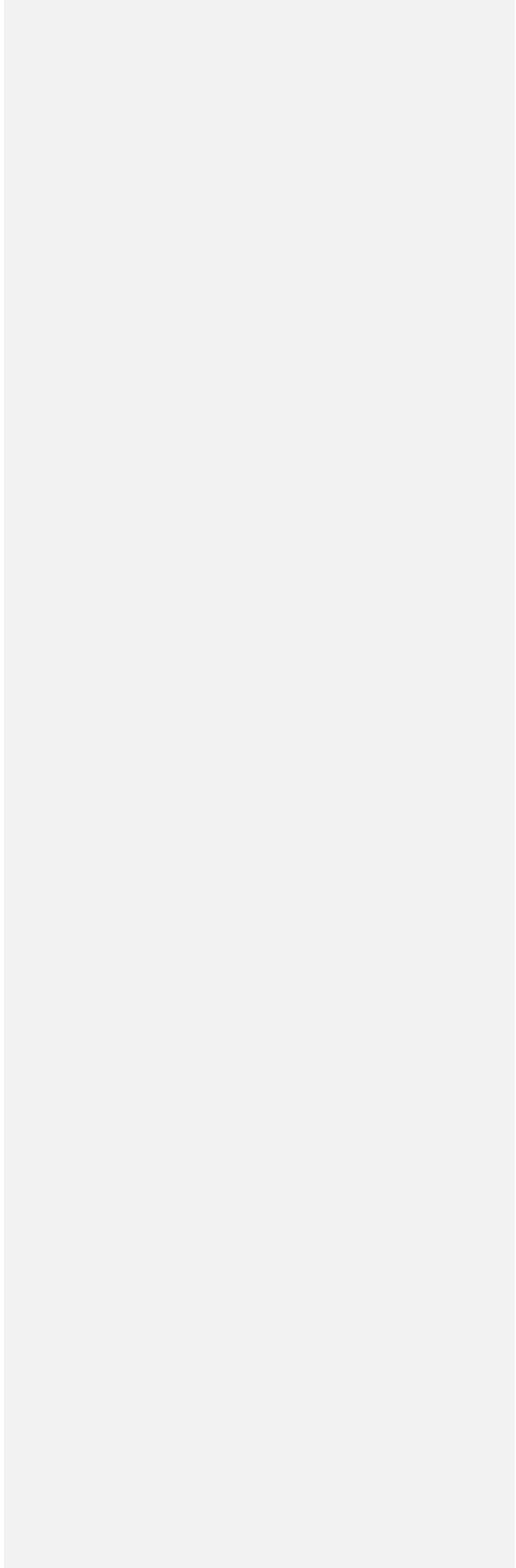
No Surprises. Keep each other informed through the President & CEO and/or Board Chair.

EXPECTATIONS OF STAFF

- A. Provide good services and show respect to the public.
- B. Present good staff reports: pros and cons
 1. Give pros and cons, alternatives, and a recommendation.
 2. Present accurate and quality visuals.
 3. Do not raise more questions than you can answer in a staff report.
 4. Stay well organized and manage the time.
- C. Apprise the Board in advance of:
 1. Meetings and special projects within the District.
 2. Any controversial issues or conversations; don't surprise the Board, especially on any "hot button" issues.
 3. Any "bad news."
 4. Deadlines that are slipping and why.
 5. Problems facing the staff.
- D. Set realistic deadlines, be proactive with regard to issues that need resolving, and produce timely documents.
- E. Work cooperatively, demonstrate cooperation among staff, support each other, and be sensitive to each other's workloads.
- F. Be loyal to the Hospital and be sensitive to your public image and conduct at all times.
- G. Feel comfortable communicating with Board members.
- H. Do not participate in political activity while on duty or on TFHD campus.

Approved: ~~May 23, 2019~~October 22, 2020

Chair of the Board & all Board Members





Board Informational Report

By: Jim Hook
Corporate Compliance
Consultant, The Fox Group

DATE: October 22, 2020

2020 Compliance Program 3rd Quarter Report (Open Session)

The Compliance Committee is providing the Board of Directors (BOD) with a report of the 3rd Quarter 2020 Compliance Program activities (Open Session). This report assists the BOD to meet its obligations to be knowledgeable about the content and operation of the seven components of the Compliance Program.

2020 Corporate Compliance Program 3rd Quarter Report

OPEN SESSION

Period Covered by Report: **July 1, 2020 – September 30, 2020**
Completed by: James Hook, Compliance Officer, The Fox Group

1. Written Policies and Procedures

1.1. The District's Corporate Compliance Policies and Procedures are reviewed and updated as needed.

1.1.1. ALG-1911 HIPAA Violations Sanctions: updated to move accessing own record to Level 1 vs. Level 3 sanction.

1.1.2. DHIM-3 Release of Protected Health Information updated to add section on employees requesting copies of own medical records and prohibiting documenting or changing any content in an employee's own medical record.

2. Compliance Oversight / Designation of Compliance Individuals

2.1. Corporate Compliance Committee Membership as of September 30, 2020:

Jim Hook, The Fox Group – Compliance Consultants

Judy Newland, RN – Chief Operating Officer

Karen Baffone RN- Chief Nursing Officer

Harry Weis – Chief Executive Officer

Crystal Betts – Chief Financial Officer

Jake Dorst – Chief Information and Innovation Officer

Alex MacLennan – Chief Human Resources Officer

Matt Mushet – In-house Legal Counsel

Scott Baker, Vice President of Physician Services

Todd Johnson, Privacy Officer and Risk Manager

Tamera Royston, HIM Manager

3. Education & Training

3.1. All employees are assigned HIPAA Privacy and Security Rule training, and Compliance Program training, via Health Stream.

3.2. Code of Conduct and Health Stream compliance and privacy training for new Medical staff members and physician employees are completed as part of initial orientation.

4. Effective Lines of Communication/Reporting

4.1. A Compliance log is maintained for all calls to the Compliance Hotline and other reports made to the Compliance Department. Two reports were made directly to the Compliance Department in the 3rd Quarter of 2020.

OPEN SESSION

- 4.2. HIPAA violations are reported to the Privacy Officer. The Privacy Officer maintains a log of reported events and investigations. Four reports were made to the Privacy Officer in the 3rd Quarter of 2020.
- 4.3. The Compliance Department published two articles in the Pacesetter in the third quarter of 2020.

5. Enforcing Standards through well-publicized Disciplinary Guidelines

- 5.1. Ninety-Eight percent of new hires completed the required Health Stream courses in the 3rd quarter. New hires in the first nine months of 2020 completed 98.3% of corporate compliance modules. Overall, 84% of employees completed HIPPA and Corporate Compliance Health Stream courses in the 3rd Quarter of 2020. Overall completion for the year is 91.3%.
- 5.2. All new staff hires, and newly privileged physicians, receive criminal background checks and are checked against the OIG and GSA list of exclusions prior to hiring/appointment. Members of the Medical Staff are checked against the OIG/GSA exclusion lists each month. All employees are screened against the OIG/GSA exclusion list every quarter. All vendors are checked continuously using the vendor credentialing program.

6. Auditing & Monitoring

- 6.1. Four audits were completed during the 3rd Quarter of 2020 as part of the 2020 Corporate Compliance Work Plan.
 - 6.1.1. External Audit of Medical record documentation and subsequent coding in the 1st Quarter of 2020:
 - 6.1.1.1. This was an audit of the performance of the AQUITY coding staff, who read medical record documentation and assign diagnostic and procedure codes.
 - 6.1.1.2. A total of 2,225 total records were reviewed, including 1,520 E&M codes for physician services. Overall coding accuracy: 98%.
 - 6.1.1.3. Only 3 of 35 coders had accuracy below 95%.
 - 6.1.1.4. Financial impact: \$4.3k increase in charges; \$1.5k decrease in charges; net impact: \$2.8k increase in charges. All accounts rebilled.
 - 6.1.1.5. **Corrective Actions:** One AQUITY coder reassigned to other accounts.
 - 6.1.2. Hospice Medicare Billing: no overpayments received from Medicare from 9/2019 to 9/2020.
 - 6.1.3. Employee Access Audit: Review of the medical records of 2 TFHD employees hospitalized in 2020 did not reveal any apparent inappropriate access by other employees.

OPEN SESSION

- 6.1.4. 2 Midnight Rule Follow-up audit: Out of 41 Medicare admissions, 3 were one day Inpatient stays; 2 cases had qualifying discharge documentation (67%). April data was 6 one-day stays; 5 (87%) had qualifying discharge documentation.

7. Responding to Detected Offenses & Corrective Action Initiatives

Two investigations of suspected and actual compliance issue incidents were initiated during the 3rd Quarter of 2020.

8. Routine Compliance Support

The Compliance Department provides routine support to important TFHD initiatives, such as the terms and conditions of physician compensation arrangements, and questions about billing, and compliance with other laws and regulations.

Housing for Our Essential Employees



TRUCKEE TAHOE
Workforce Housing Agency



Housing in Truckee-Tahoe

- The median price of single-family homes*
 - May 2020: \$691,500
 - August 2020: \$800,000
- The average price of single-family homes*
 - May 2020: \$948,211
 - August 2020: \$1,218,972
- Rent in Truckee is averaging ~\$1,000+/bedroom**
- Members of our local workforce are spending up to 50% of their monthly wages on housing**
- In Eastern Placer County, only 6% of homes sold between 2017-2019 were to primary residents. ~12% of homes in North Tahoe are owner-occupied***
- Between 2000 – 2018, we lost one third of our full-time population in North Tahoe***



Agency Founding and Startup Operations

March – June

- Agency Founding
- Startup Operations
 - Bank Account
 - Email & Phone
 - Insurance Coverage
 - State / Federal Filings
- Annual Budget and Work Plan
- Policy Development

July – September

- First Housing Program Launched
- Regional Partnerships
- Developer Connections
- Mountain Housing Council 2.0 Membership
- Logo and Website Design
- Hired Accounting Agency



TTWHA Housing Efforts

Employee Housing Needs Survey

Housing Match Program, Landing Locals

- Matched Four TTWHA Member Agency Employees (2 TTUSD, 2 TFHD)
- Averaging one match per month

Housing Opportunities

- Communications to employees re: housing availability, waitlists, and more



TRUCKEE TAHOE Workforce Housing Agency

Employee Housing Opportunities

We are working hard to develop housing programs for the employees of our member agencies. The following are some of the programs and housing opportunities that are in the works and/or are currently accepting applications and inquiries. More to come soon!

Questions? Contact Emily Vitas, TTWHA Executive Director, at emily@ttjpa.org.

TTWHA Program: For Member Agency Employees Only
Rentals: Housing Match Program with Landing Locals
TTWHA and Landing Locals have partnered to unlock housing

Interested in leasing a single-family home in the Tahoe-Truckee area? Complete a Renter Profile at www.landinglocals.com and they'll connect you with listings that meet your needs.

Learn more: www.landinglocals.com/JPA

Purchase (Deed Restricted): Hopkins Village: Coming Spring 2021**
Where: Marts Valley, Truckee
What: 40 3br/2ba, ~1,500sf units, with garage and yard
Price: Starting at \$550,000, units are deed restricted to locals
Interested in learning more / being added to the wait list? Email emily@ttjpa.org
**Plans are still in the review phase, this project has not been approved yet.

Rentals: Dollar Hill Apartments: Now Leasing
Where: Tahoe City
What: 17 market-rate units, newly remodeled and ready for move-in November 15.
1 and 2br units available.
Rent: \$1,150 - \$1,800
Interested in submitting an application? Visit www.dollarhillapartments.com

Rentals (Income Restricted): Truckee Artist Lofts: Coming Spring 2021
Where: Downtown Truckee
What: 77 affordable housing units, 1-3br
Rent: Units are income restricted (30-80%AMI*) and will be offered to artists first (your artistic passion doesn't have to be your source of income, just a practice you are committed to and want to share!).
Interested in learning more / applying? Visit www.truckeeartistlofts.com

Rentals (Income Restricted): Frishman Hollow 2: Coming Spring 2021
Where: Truckee
What: 68 affordable housing units, studio - 3br
Rent: Units are income restricted (50-80%AMI*)
Interested in being added to the wait list? Contact the Property Manager, Cambridge Properties, by emailing Janeen Kallus at jkallus@cambridgeres.com

*80%AMI = For a family of two, combined income: Nevada County, \$58,050 / Placer County: \$51,300

Truckee Tahoe Workforce Housing Agency provides housing support for the employees of our member agencies:
Tahoe Forest Hospital District | Tahoe-Truckee Unified School District
Truckee Donner Public Utility District | Truckee Tahoe Airport District
www.ttjpa.org | info@ttjpa.org | 530-562-6593

Regional Housing Initiatives

MHC 2.0

- Regional Housing Action Plan
- Funders Network
- Data mapping

Placer County

- Workforce Housing Preservation Program
- Accessory Dwelling Unit Program

Town of Truckee

- Long-term Rental Incentive Pilot Program with Landing Locals
- Accessory Dwelling Unit Program



What's Next

TTWHA Board Retreat

- Develop housing goals and strategies
 - Grounded in the data from the Employee Housing Needs Survey
 - Develop short, medium, and long-term housing goals
- Focus on Long-term Funding Streams / Revenue Generation

Revised Work Plan

- Focus on actions identified at the Board Retreat
- Goal is to develop a 'menu' of housing options that fit our employees needs



Housing for Our Essential Employees



TRUCKEE TAHOE
Workforce Housing Agency



TTWHA - TFHD

Employee Housing Concerns and Needs

October 22, 2020

Presented by:

Wendy Sullivan - WSW Consulting, Inc.

Overview

Purpose and Methodology

Key Findings

- *Employee Housing Problems*
- *Employee Recruitment and Retention*

Program Options and Preferences

TFHD Observations

Next Steps

Purpose and Methodology

Purpose

- *Impact of housing cost/availability*
- *Employee housing problems/needs and gaps*
- *Potential programs*

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

Employee survey

Methodology

- *Employee survey – 50% response rate (828 of 1,666 total)*
- *Focus groups and interviews – dept. managers, recruiters*
- *Housing market information*
- *Existing TTWHA-member employee housing*

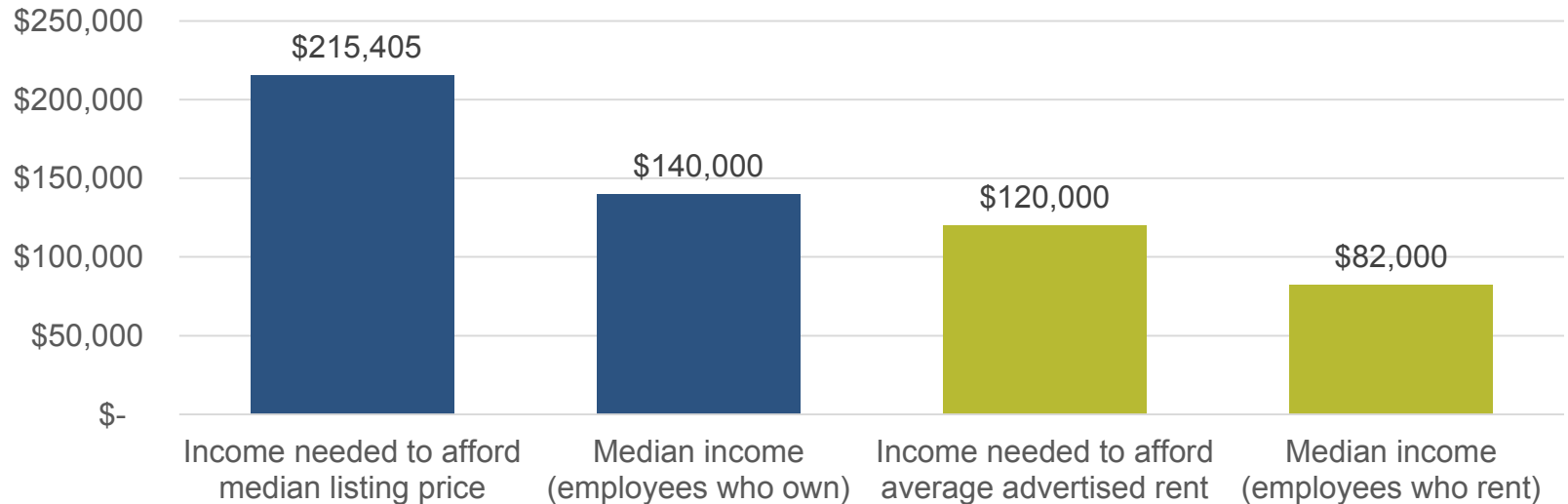
Employee Housing Problems

- 16% of employees (260 total) are considering leaving employment
- 43% found it “very difficult” to find housing; 4% are still searching
- 19% are somewhat or very dissatisfied with their housing:
 - 33% of renters; 10% of owners
 - Units “too small,” “too expensive,” “want to buy”
- 30% of renters and 18% of owners are cost burdened
- 50% of households adversely affected by COVID (July)
 - 16% will need assistance within 3-months if situation does not change

Employee Housing Problems

Housing Costs –

- *For sale +7%/yr since 2015 - \$895,000 (median listing price) – Aug 2020*
- *Rents +13%/yr since 2015 - \$3,035 (average listed rent) - Aug 2020*



Employee Recruitment/Retention

Housing Cost/Availability Impacts:

- *Increasing reliance on Reno/Sparks (21% and rising)*
- *Rising concern/barrier to applicants*
- *Contributes to turnover; employee training; quality of service*
- *11% (190 employees) to retire within 5 years*

Part of my fielding is asking questions to understand how successful they may be to get housing; second is do you like snow.

Recruiter interviews

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

Employer interviews

Employees Most Affected:

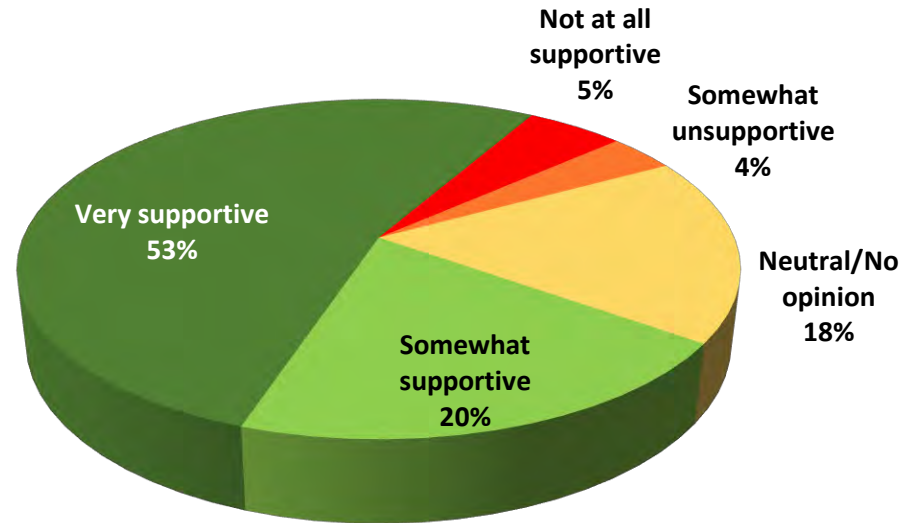
- Newer employees (under 5 years); but also 5-10 years
- Renters earning under \$100,000
- Owners earning under \$200,000
- In-commuters that want to move (mostly Reno/Sparks area)

Employee Interest in Programs

Employee Support for TTWHA Investment in Housing Programs/Opportunities

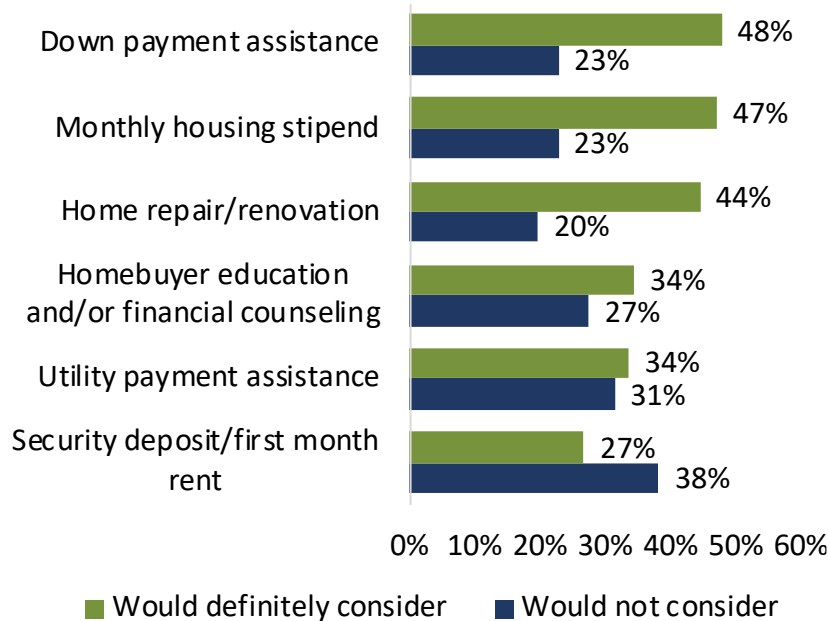
Why do you support?

- Part of community
- Reduced stress
- Improved satisfaction
- Attract quality staff
- Better service

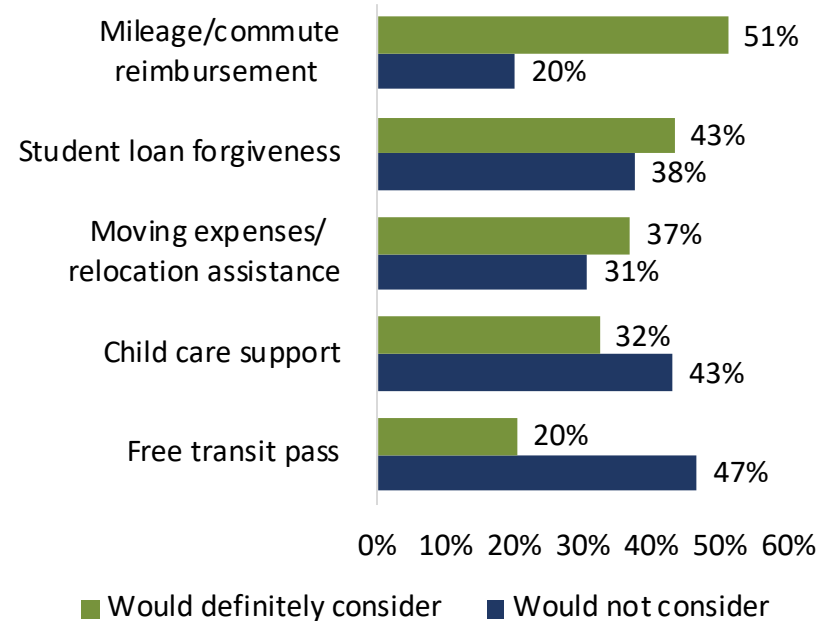


Employee Interest in Programs

Housing assistance

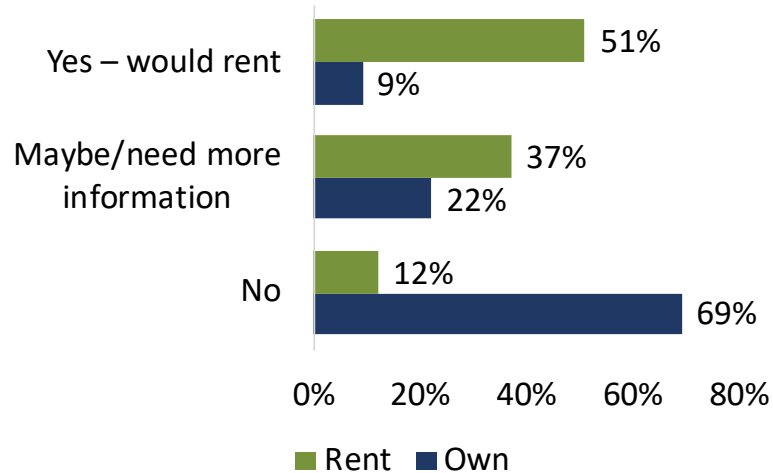


Other programs

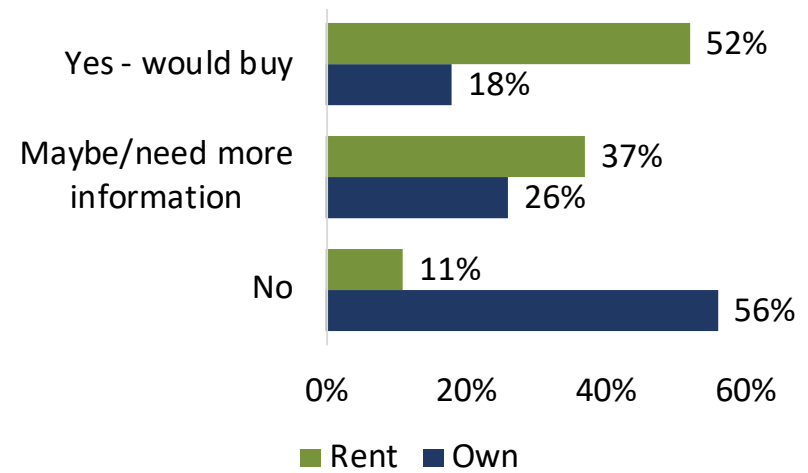


Employee Interest in Programs

400 employees would RENT



500 employees would BUY



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

Employee survey

TFHD Observations:

- *Clinical employees have the most difficulty with housing (average household income \$101,000). 18% are considering leaving in part due to cost of housing.*
- *48% have a child in their home. Employees pay an average of \$697 per month for child care.*
- *8% expect to retire within 5 years*
- *49% do not live in the Truckee/Lake area; 28% in Reno and rising (48% would prefer to live in the Truckee Tahoe area)*
- *All employees expressed interest in programs, with Non-clinical employees showing slightly more interest than Clinical in most programs.*

Primary Categories of Need:

- *Newer employees needing to find housing*
- *Renters that want to buy*
- *Owners that want to move-up/renovate*
- *Emergency/on-call needs*

Potential Options

Housing search assistance

Rental inventory – master lease, purchase, build, partner, creative options

Renter assistance – first/last/deposit, rent stipend

Ownership:

- Help get into homes: down payment assistance, homebuyer education
- Help current owners: rehab/weatherization, stipend (taxes, etc.), refinance

Commuting – stipend, paid time, reimburse

Cost of living: student loan forgiveness, child care

COVID: emergency rent/mortgage/utility assistance, child care/tutoring

Next Steps

Is this a priority/concern to pursue?

Planning steps:

- Set priorities – recruitment, retention, etc.
- Set goals – outcomes desired
- Identify strategies, partnerships, investments to achieve goals
- Cost/benefit analysis, monitoring

Questions?

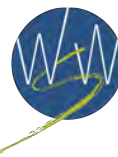
Wendy Sullivan - WSW Consulting, Inc.

TTWHA Employee Housing Needs Study

September 2020



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Table of Contents

INTRODUCTION	1
REPORT CONTENT.....	1
METHODOLOGY	2
SUMMARY AND OBSERVATIONS.....	4
THE ISSUE	4
EMPLOYEE HOUSING PROBLEMS.....	4
RECRUITING CONCERNS	5
HOUSING PROGRAM PREFERENCES	6
EXISTING HOUSING ASSISTANCE	7
OBSERVED NEEDS AND RECOMMENDATIONS	8
MENU OF OPTIONS.....	9
EMPLOYMENT, RECRUITMENT AND RETENTION	11
TTWHA MEMBER EMPLOYMENT.....	11
UNFILLED JOBS.....	11
COMMUTING	12
EMPLOYEE RECRUITMENT AND TURNOVER	13
<i>Recruiting challenges</i>	14
<i>Recruiting strategy</i>	14
<i>Turnover and Housing</i>	15
<i>Cost of Recruiting and Turnover</i>	15
RETIRING EMPLOYEES	15
EMPLOYEE HOUSEHOLD CHARACTERISTICS.....	16
LENGTH OF TIME EMPLOYED.....	16
RENT / OWN	17
WHERE EMPLOYEES LIVE.....	18
HOUSEHOLD TYPE AND SIZE.....	19
AGE OF HOUSEHOLD MEMBERS	20
CHILD CARE.....	20
HOUSEHOLDS WITH PETS	21
HOUSEHOLD INCOME	21
EMPLOYEE HOUSING PROBLEMS	22
CONSIDERING LEAVING	22
DIFFICULTY FINDING HOUSING	23
SATISFACTION WITH HOUSING	24
HOUSING COST BURDEN	25
COVID-19 IMPACTS.....	26
HOUSING PREFERENCES.....	27
WILLINGNESS TO RENT OR PURCHASE.....	27
DEMOGRAPHICS OF INTERESTED RENTERS AND BUYERS.....	28
PREFERRED LOCATION	29
PREFERRED HOME TYPE.....	30

PRICE WILLING AND ABLE TO PAY	31
<i>Prices by Bedroom Size</i>	31
<i>Willing to Pay vs. Affordable Price</i>	32
NEIGHBORHOOD PREFERENCE	33
AMENITIES	34
HOUSING COSTS AND AVAILABILITY	36
RENTAL PRICES AND SUPPLY	36
NEW AND PENDING RENTALS.....	37
FOR SALE HOME PRICES AND SUPPLY	38
EMPLOYEE INTEREST IN HOUSING AND OTHER BENEFITS.....	41
SUPPORT FOR HOUSING PROGRAMS.....	41
INTEREST IN VARIOUS BENEFITS.....	42
HOUSING PROGRAMS OF INTEREST	44
OTHER PROGRAMS	46
CURRENT EMPLOYER-PROVIDED HOUSING	47
APPENDIX – EMPLOYEE SURVEY RESULTS	A-1

Introduction

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

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

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

Report Content

This report summarizes information from the following:

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

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

Methodology

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

2020 Response Rates by Employer

	# Responses	# Employees	% Response Rate
Total Employees	828	1,666	50%
Tahoe Forest Health District (TFHD)	452	1,036	44%
Tahoe Truckee Unified School District (TTUSD)	305	530	58%
Truckee Donner PUD (TDPUD)	42	72	58%
Truckee Tahoe Airport District (TTAD)	25	28	89%

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

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

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

Percentage of TTWHA Employment by Employer: 2020 Employee Survey Responses Compared to TTWHA Member Total Employees

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

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

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

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

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

Summary and Observations

The Issue

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

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

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

Employee Housing Problems

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

PROBLEM	IMPACT	Who is mostly affected?
Employees Considering Leaving Employment (p. 22)	About 260 employees (16%) are considering leaving their employment at least in part due to the high cost of housing.	<ul style="list-style-type: none"> – Employees that have been employed up to 10 years – employees trying to get established in housing and those trying to move-up in housing are affected. – Renters and households that earn under \$100,000. – In-commuters from Reno/Sparks area that would prefer to live locally (about 60 employees may leave). – Employees who are dissatisfied with their housing or have had difficulty finding housing.
Difficulty Finding Housing (p. 23)	It was “very difficult” for 43% of employees to find housing the last time they moved – and 4% are still searching.	<ul style="list-style-type: none"> – Renters earning under \$100,000. – Owners employed less than 5 years. – Owners earning under \$200,000.

PROBLEM	IMPACT	Who is mostly affected?
Housing Dissatisfaction (p. 24)	19% of all employees are dissatisfied with their housing. Units being too small, too expensive and renters preferring to buy are the primary reasons for dissatisfaction.	<ul style="list-style-type: none"> Based on term of employment, first year employees are the most dissatisfied (26%). Renters are more likely to be dissatisfied (33%) than owners (10%) About 125 renters are dissatisfied because they would prefer to buy a home.
Housing Cost Burden (p. 25)	About 30% of renters and 18% of owners are cost-burdened (pay over 30% of their income) by their housing payment	<ul style="list-style-type: none"> Newer employees (less than 2 years) – 30% are cost-burdened
COVID Impacts (p. 26)	About 50% of employees (53% of renters and 48% of owners) experienced reduced employment in their household due to economic changes brought by COVID.	<ul style="list-style-type: none"> Renters - 25% of employees who rent will need help within 3-months if employment situations do not improve. Employees less than 2-years - 60% experienced reduced household employment.

Recruiting Concerns

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

CONCERN	ISSUES	Suggestions
Reliance on Reno/Sparks (pp. 12-13)	<ul style="list-style-type: none"> The number of applicants from Reno has been increasing. TFHD has seen a 1% rise per year over the past 10 years in employees commuting in from homes in the Reno/Sparks area and a corresponding drop in local employees. The cost of housing in Reno is rising; employment opportunities in Reno are expanding. 49% of those commuting from Reno/Sparks would prefer to live in the Tahoe Truckee area. Employees that grow weary of the commute are likely to find jobs nearer home. 	TTWHA employers offer a strong competitive work environment, but helping to improve housing options will only strengthen the ability to recruit and keep employees.
Recruiting (pp. 13-14)	<ul style="list-style-type: none"> Applicants increasingly ask about housing options in the area. All employers have had applicants refuse jobs due to housing concerns across the spectrum of jobs: entry level through upper management. When recruiting skilled employees from outside the area, the high cost of housing is often a barrier. 	Being able to advertise “we can help with housing” would significantly help many departments.
Turnover/training (p. 15)	<ul style="list-style-type: none"> If housing is not a barrier upon recruitment, many employers have noted that it can lead to turnover within two to five years. Some departments are “consistently training” new staff. Training new support staff leads to time away from customer care and service and is costly. Quality of care is reduced. 	Helping to stabilize housing conditions for some employees can help reduce turnover and the need for training.

CONCERN	ISSUES	Suggestions
Retiring employees (p. 15)	<ul style="list-style-type: none"> – 11% of employees (190 total) expect to retire within 5-years. – Retirees tend to hold more senior/skilled positions. – Most retiring employees have stable housing because they own their homes, which many purchased 10 or 20 years ago or during the recession. – New employees struggle to find homes to rent and most do not earn enough to purchase. 	Having short-term housing available can give employees time to find more permanent options.

Housing Program Preferences

About three-fourths of employees are “somewhat” or “very” supportive of their employer investing resources in housing programs for employees. To help address some concerns of the 9% that are unsupportive, it will be important to be transparent about equality (programs that reach everyone), cost and where funding is coming from, and “why” programs are needed (e.g., what is the benefit to employees and the organization). *See p. 41.*

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

Interest in Renting or Purchasing a Home

About 400 employees (25%) would rent a home from their employer; 500 (31%) would purchase a deed restricted home. A similar 28% would consider renting if provided with more information and 31% would consider buying a deed restricted home if provided with more information. Educating employees on these potential options may significantly expand interest. *See pp. 27-8.*

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

- Rentals between \$1,000 up to \$2,500. Rentals are also needed below \$1,000 – most of these households could qualify for income-restricted rentals, if available. *(p. 32)*
- For sale prices between \$200,000 and \$500,000. *(pp. 32-3)*
- Two- and three-bedroom units are the most needed. About 17% of renters desire a one-bedroom. *(p. 31)*
- Most employees that would purchase a deed restricted home will consider attached product, which is good considering that single family homes start at about \$600,000 in the current Tahoe Truckee market. Several examples of well-designed attached workforce housing neighborhoods exist (e.g. Wellington Neighborhood in Breckenridge, CO). *(p. 30)*

Interest in Non-Housing Assistance Options

- Renters showed the strongest interest in student loan forgiveness, commute reimbursement and relocation assistance – all factors that affect their cost of living in the area. (p. 43)
- Owners had the most interest in commute reimbursement, student loan forgiveness and child care support. These were also programs favored by households with children (couples and single parents). Child care costs average over \$800 per month – this is a significant burden for many households. (p. 43)
- With COVID, tutoring assistance in addition to day care has arisen as a need. (p. 46)

Interest in Housing Assistance Options

- Employees of 5 years or less showed more interest than longer term employees in all programs, indicating the strength of these programs in potentially helping to attract and retain staff. (p. 45)
- Down payment assistance, a housing stipend and assistance with repairs/renovation were the top three preferred programs. Renters most prefer the down payment program and housing stipend, plus homebuyer education, which can all help them achieve homeownership. Owners had most interest in the housing stipend and renovation assistance, followed by down payment assistance. (p. 45)

Interest in Other Assistance Options

Employees provided ideas for additional assistance that they would find beneficial. Some common themes include: (p. 46)

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

Existing Housing Assistance

A few TTWHA employers have some housing available for employees:

TFHD Owned and Leased Housing:

- TFHD has 18 beds that are used to assist with short term housing needs, but have not been made widely available or advertised to the departments as a whole. Units are typically only fully occupied during winter snow periods when employees are unable to commute. Other than emergency needs, units are used for on-call temporary housing and for new staff that need a few months to search for a more permanent home. Units are typically occupied for 3-months or less with some exceptions. (p. 47)

TTAD Duplex

- TTAD has had one duplex for which it has the first right of refusal to rent to employees for three years. Late notification from the property manager on when units are available and past pet limiting policies (which have been rectified) have precluded use by TTAD employees to date. The intent is to offer a better rental option for employees in unsatisfactory homes. (p. 47)

Local Hotels and Emergency Options

- TDPUD pays for hotel rooms each year for employees during or in anticipation of winter storms to ensure needed employees are present in the community. TDPUD has also used Town of Truckee dorms (8 rooms with a shared kitchen and bath) in the past. (p. 12)
- TFHD uses their housing units for inclement weather and hospital beds for any overflow. (p. 12)

Observed Needs and Recommendations

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

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

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

- Rental inventory: Make existing TFHD units known and available to more departments for short-term rental placement of new employees as a starting point. Consider adding more units to the TTWHA inventory. This can provide new employees time to get familiar with the Tahoe Truckee area and sort out more permanent housing. It may take some time to figure out the best management and occupancy structure for TFHD units, but lessons learned can help inform potential expansion of the program.
- Housing search and placement assistance: Given the current lack of housing in general in the area, there is no guarantee that employees will be able to find suitable housing options they can afford. Continue to explore opportunities to expand options for employees: tap into projects (ownership or rental) under development, continue the

relationship with Landing Locals, establish an internal rental website that can advertise “employees that have rooms/housing for employees,” and explore a rent/deposit assistance program to lower the cost of entry for renters.

- First-time homebuyers: Explore opportunities with ownership projects under development. Consider down payment assistance, homebuyer education, and other programs that can help renters save for down payments (E.g., student loan assistance, day care, etc.).
- Move-up housing needs: Explore programs to help longer term employees that have outgrown their homes or need to conduct repairs, such as a housing stipend, down payment assistance and home renovation/repair assistance.
- COVID-19: Do not lose sight of COVID-19 impacts in the near term:
 - Child care. Help with tutoring assistance, onsite programs, cost. TFHD is exploring how their existing child care program can address these options to help both parents come back to work.
 - Emergency/rent/utility assistance. About 25% of renters anticipate having problems meeting their housing costs within three months if household members are not able to resume pre-COVID employment status. (p. 26)

Menu of Options

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

PROGRAM	Options
Housing Search Assistance	<ul style="list-style-type: none"> – Help applying for income-restricted rentals (for those that qualify) – "Employees leasing to employees" rental inventory – Landing Locals partnership – Realtor contacts to help employees learn neighborhoods and research homes – Property manager list and contacts - TTWHA has desirable tenants
Housing Unit Inventory	<ul style="list-style-type: none"> – Purchase units (allows you to control rents, lease terms (pets), etc.) – Lease/master-lease agreements (easier to dispose of if no longer needed) – Invest in new construction (rentals or ownership) – Hotel or dorm options for short-term/emergency needs – Temporary housing options - tiny home villages, RV lots

Renter Assistance Programs	<ul style="list-style-type: none"> – First/last/deposit assistance – Housing (rent) stipend – Utility assistance/emergency needs (medical bills, etc.) – Moving expenses/relocation assistance
Ownership Programs	<ul style="list-style-type: none"> – Down payment assistance for first time homebuyers or move-up buyers – Homebuyer education/financial counseling (for first time homebuyers in particular) – Home renovation/repair/rehabilitation support – Housing stipend – Low-interest refinancing opportunities – Utility assistance/emergency needs (medical bills, etc.) – Moving expenses/relocation assistance
Commuting Costs	<ul style="list-style-type: none"> – Mileage reimbursement/travel stipend – Compensation for drive time
Other Assistance	<ul style="list-style-type: none"> – Student loan forgiveness – Child care and tutoring/homeschooling assistance – Food or grocery discounts – Utility/emergency need assistance – Improved transit/transit options/passes – Insurance - medical, house/fire, pet

Employment, Recruitment and Retention

TTWHA Member Employment

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

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

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

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

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

Unfilled Jobs

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

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

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

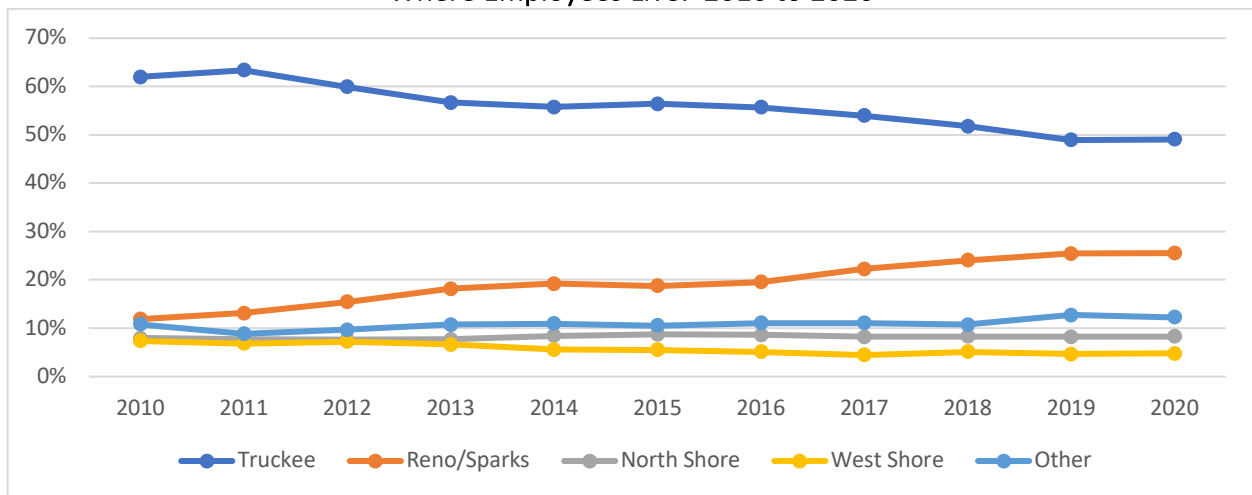
Commuting

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

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

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

Where Employees Live: 2010 to 2020



Source: Tahoe Forest Health System human resources dept.

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

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

In-Commuters That Want To Move

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

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



Source: 2020 Employee Survey

Employee Recruitment and Turnover

Employers generally noted a relatively low turnover rate.

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

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

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

Recruiting challenges

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

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

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

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

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

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

Employer Interviews

Recruiting strategy

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

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

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

Employer Interviews

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

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

Turnover and Housing

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

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

Cost of Recruiting and Turnover

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

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

Retiring employees

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

Replacing employees when they retire can pose challenges.

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

Employee Household Characteristics

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

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

Length of Time Employed

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

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

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

How long have you worked for your TTWHA employer?

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

Source: 2020 Employee Survey

Rent / Own

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

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

Source: 2020 Employee Survey; 2018 5-year ACS

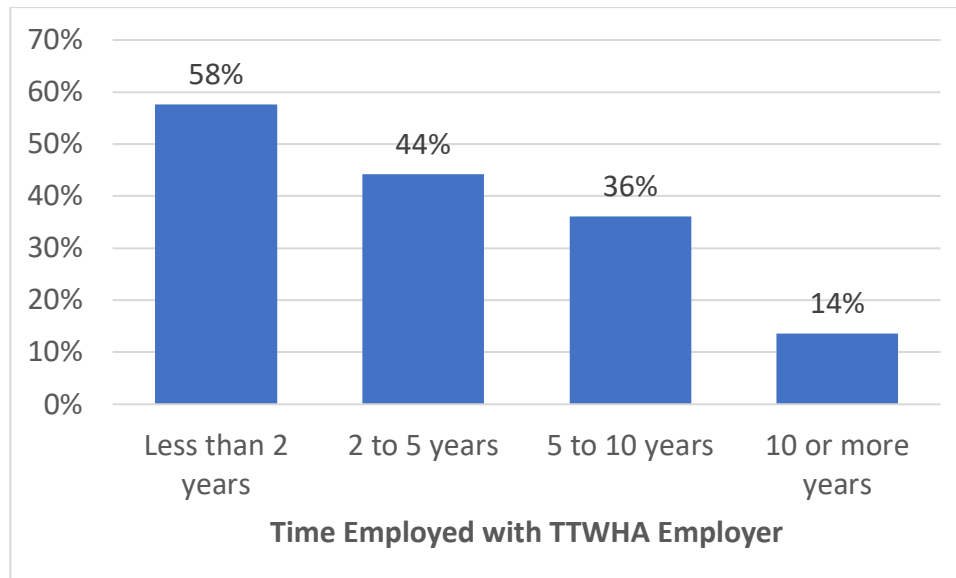
On average, new employees that rent seek to move into ownership within five years of their employment. This is illustrated below:

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

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

Employer Interviews

Percent of Employees that Rent by Length of Employment



Source: 2020 Employee Survey

Where Employees Live

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

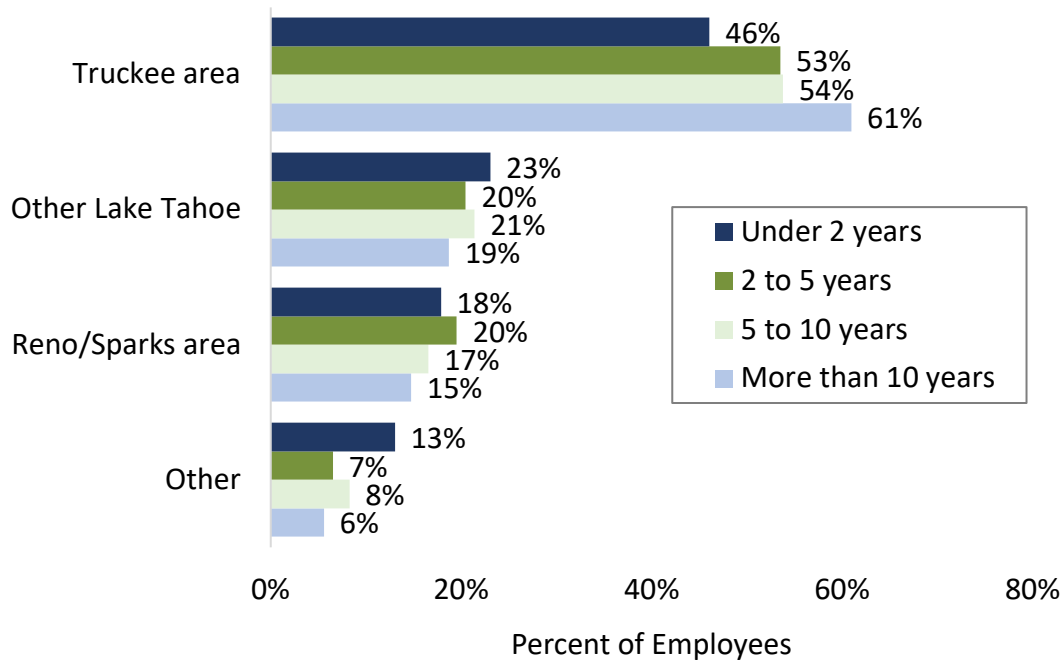
Where Employees Live

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

Source: 2020 Employee Survey

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

Where Employees Live by Length of Employment



Household Type and Size

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

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

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

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

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

Employee survey

Household Composition

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

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

Source: 2020 Employee Survey; 2018 5-year ACS

Age of Household Members

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

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

Age of Household Members

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

*Total exceeds 100% because households have multiple people at different ages.
Source: 2020 Employee Survey

Child Care

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

Do you pay for child care?

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

Source: 2020 Employee Survey

“Our childcare is almost as much as our mortgage.”

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

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

Employee survey

Households with Pets

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

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

Do you have pets?

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

Source: 2020 Employee Survey

Household Income

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

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

Household Income by Own/Rent

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

Source: 2020 Employee Survey; 2018 5-year ACS

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

Employee Housing Problems

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

Considering Leaving

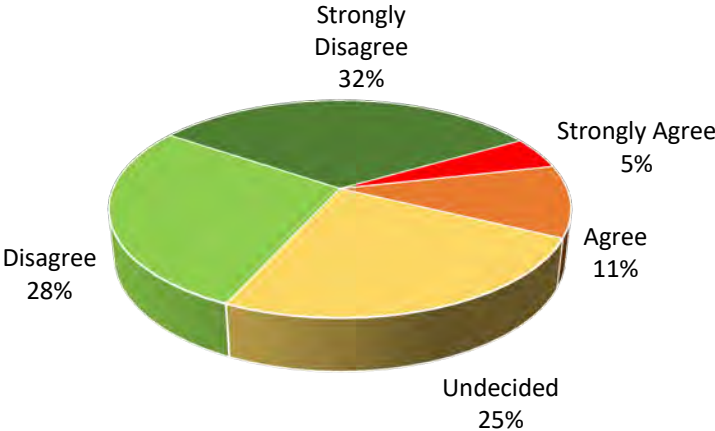
About 16% of TTWHA member employees (260 total) are considering or strongly considering leaving employment in part due to high housing costs. Another 25% are undecided.

Employees are about equally as likely to consider leaving whether they have been employed for under 2 years or up to 10 years – the cost of housing affects those trying to get established in housing or move-up in housing.

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

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

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

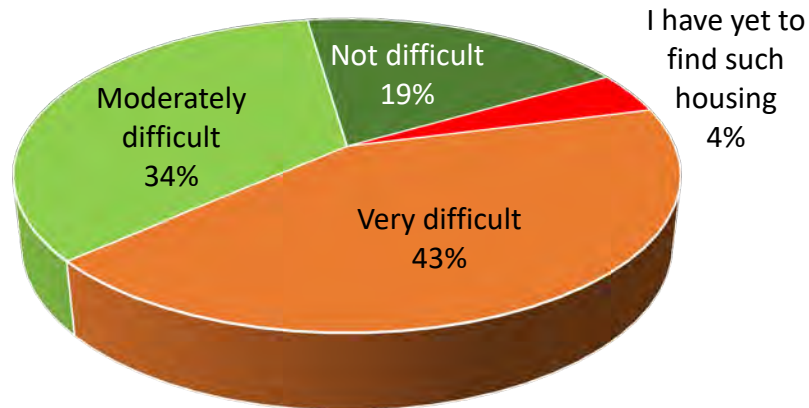


Source: 2020 Employee Survey

Difficulty Finding Housing

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

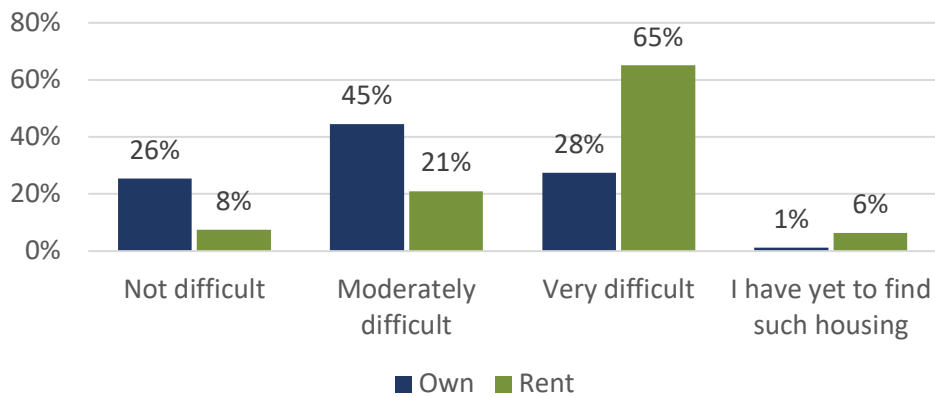
When you last moved, how difficult was it to find housing that met your needs and that you could afford?



Source: 2020 Employee Survey

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

Difficulty Finding Housing by Own/Rent



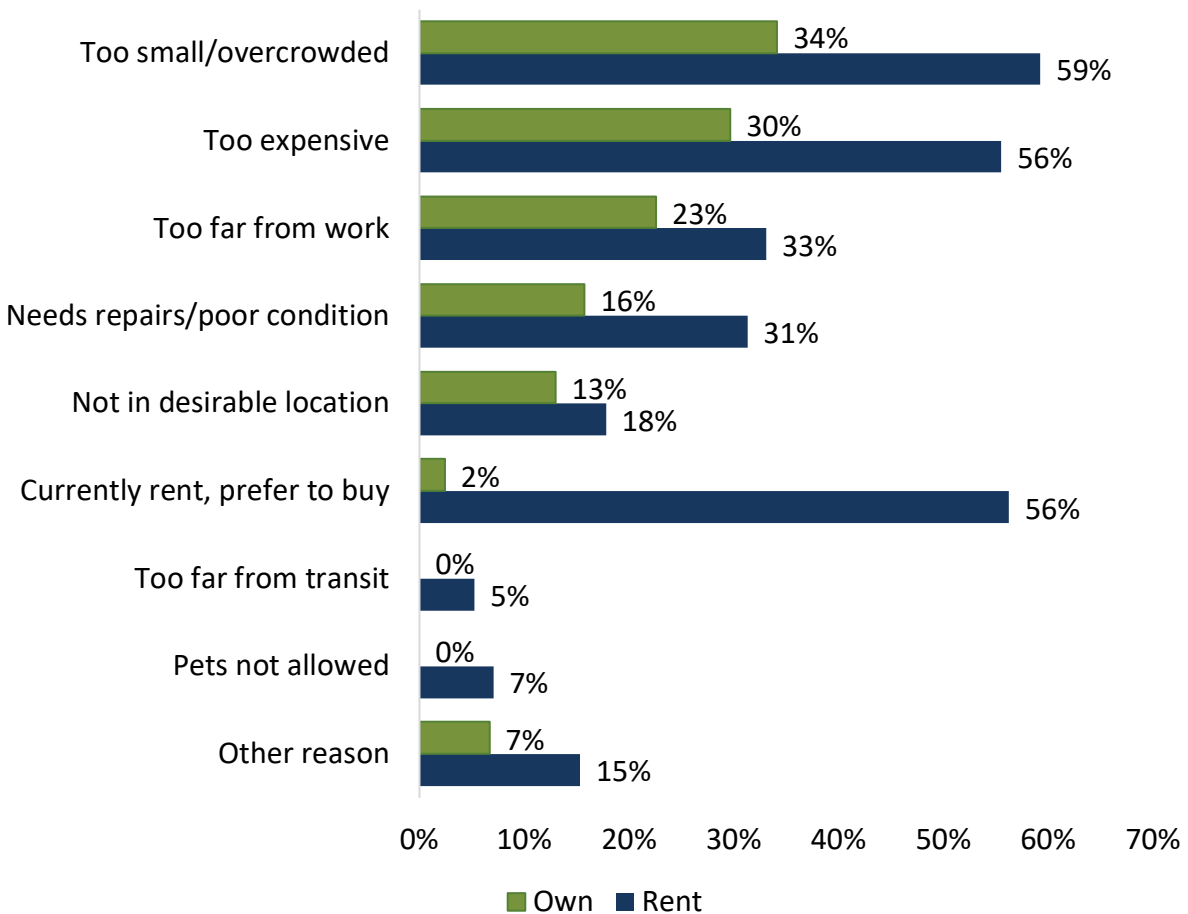
Source: 2020 Employee Survey

Satisfaction With Housing

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

- Owners that are dissatisfied most frequently noted that units are too small and too expensive. Another 23% feel that their home is too far from work.
- Renters are predominately dissatisfied because units are too small, too expensive and they would prefer to purchase a home (about 125 renters want to purchase a home). Units being too far from work and/or in poor condition are other concerns.
- “Other” reasons noted included having to live with parents or extended family, lack of local housing options (type and availability), inability to afford repairs or upgrades, and neighborhood problems (short term rentals, noise, maintenance).

Reason for Dissatisfaction with Housing: Owners and Renters



Source: 2020 Employee Survey

Housing Cost Burden

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

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

Cost-Burdened Households

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

Source: 2020 Employee Survey; 2018 5-year ACS

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

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

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

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

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

Employee survey

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

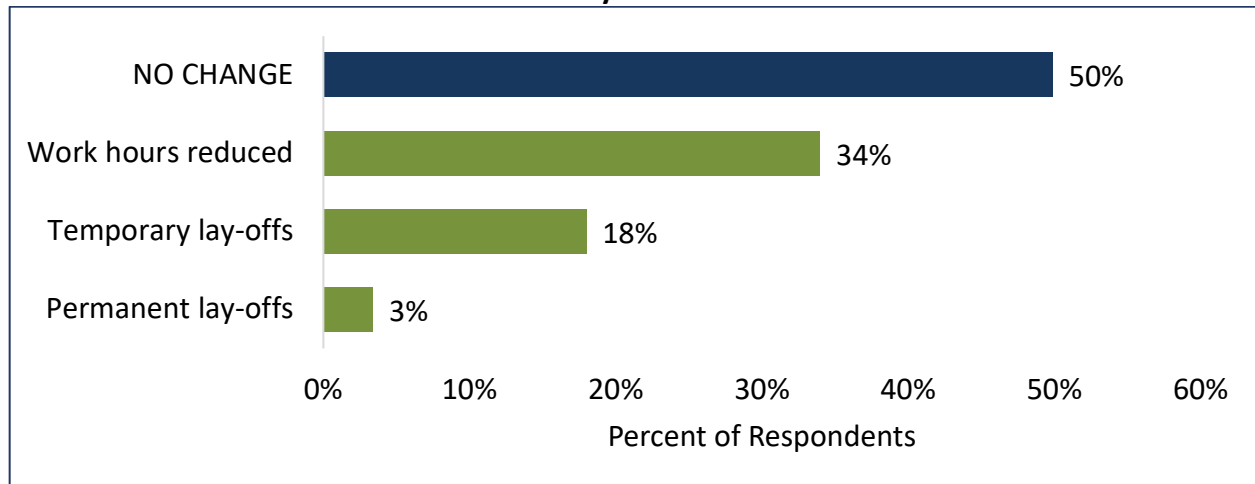
⁴ See also “Housing Costs and Availability” section of this report.

COVID-19 Impacts

The extent to which employee households were affected by COVID-19 impacts can be helpful to understand if near term assistance may be needed *if current reduced business operations and employment conditions continue*. Recognize that if and when job situations change and the economy opens up, the need for COVID-related assistance will decrease.

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

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



Source: 2020 Employee Survey

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

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

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

Source: 2020 Employee Survey

Housing Preferences

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

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

Willingness to Rent or Purchase

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

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

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

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

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

Source: 2020 Employee Survey

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

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

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

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

Employee survey

Demographics of Interested Renters and Buyers

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

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

Households Interested in Units

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

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

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

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

Households Interested in Units (continued)

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

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

Source: 2020 Employee Survey

Preferred Location

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

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

Where Employees Want to Live

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

Source: 2020 Employee Survey

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

Where Employees Want to Live that Would Consider Renting or Buying

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

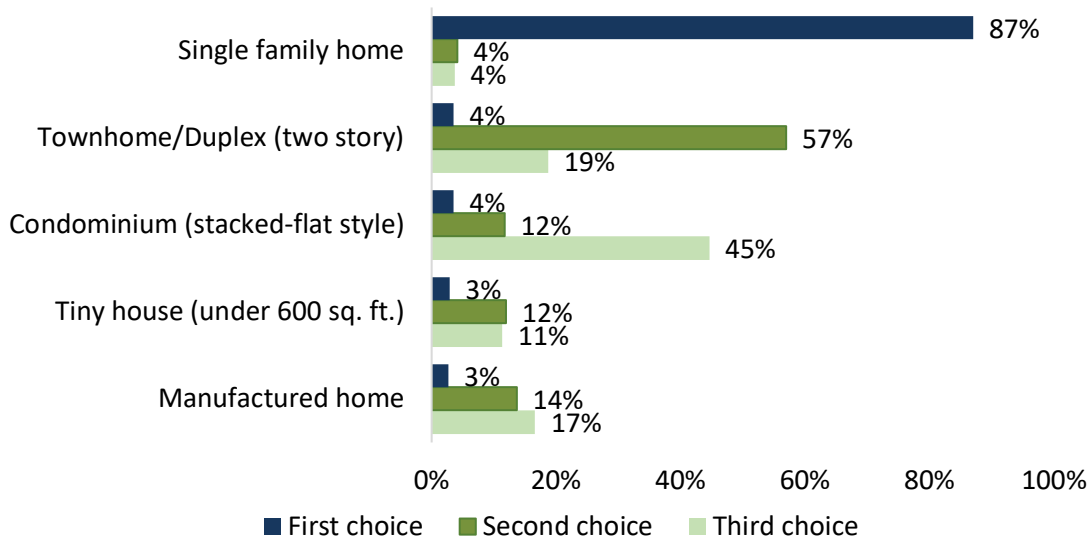
Source: 2020 Employee Survey

Preferred Home Type

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

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

Type of Home Employees Would Consider Buying: Top three choices



Source: 2020 Employee Survey

Price Willing and Able to Pay

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

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

Prices by Bedroom Size

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

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

Willing to Pay by Needed Bedroom Size

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

Source: 2020 Employee Survey

Willing to Pay vs. Affordable Price

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

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

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

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

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

Would Pay and Could Pay: Potential Renters

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

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

Source: 2020 Employee Survey

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

Would Pay and Could Pay: Potential Buyers

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

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

Neighborhood Preference

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

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

Desire to Live Among Fellow Employees

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

Source: 2020 Employee Survey

Amenities

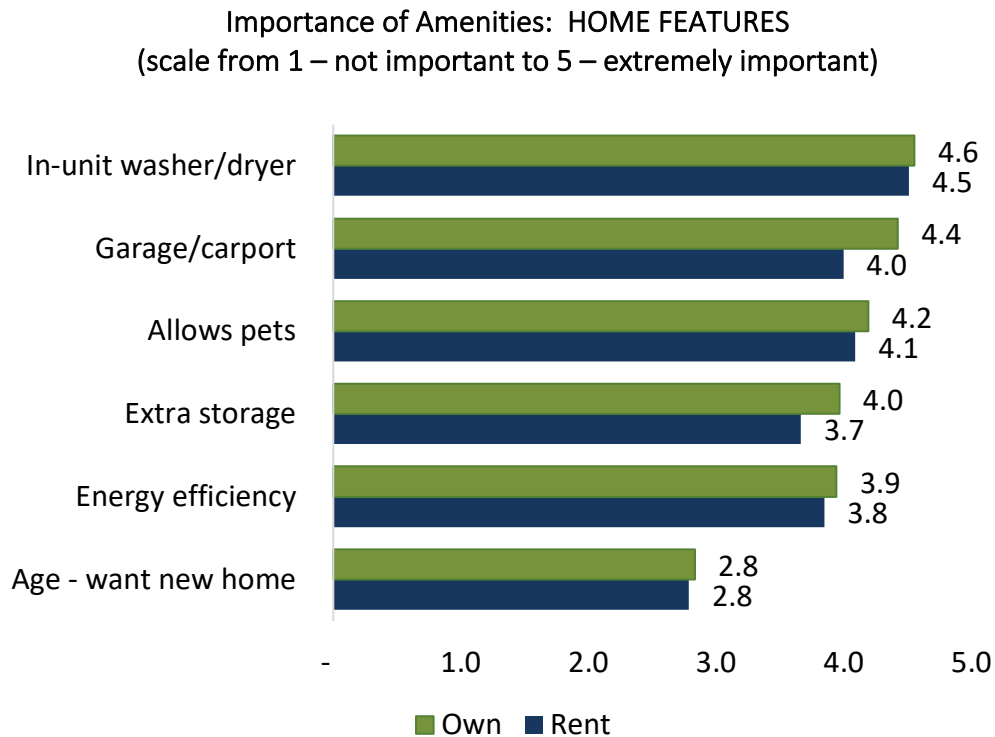
The most important home amenities to all households include in-unit washer/dryers and garages/carports, and allowing pets.

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

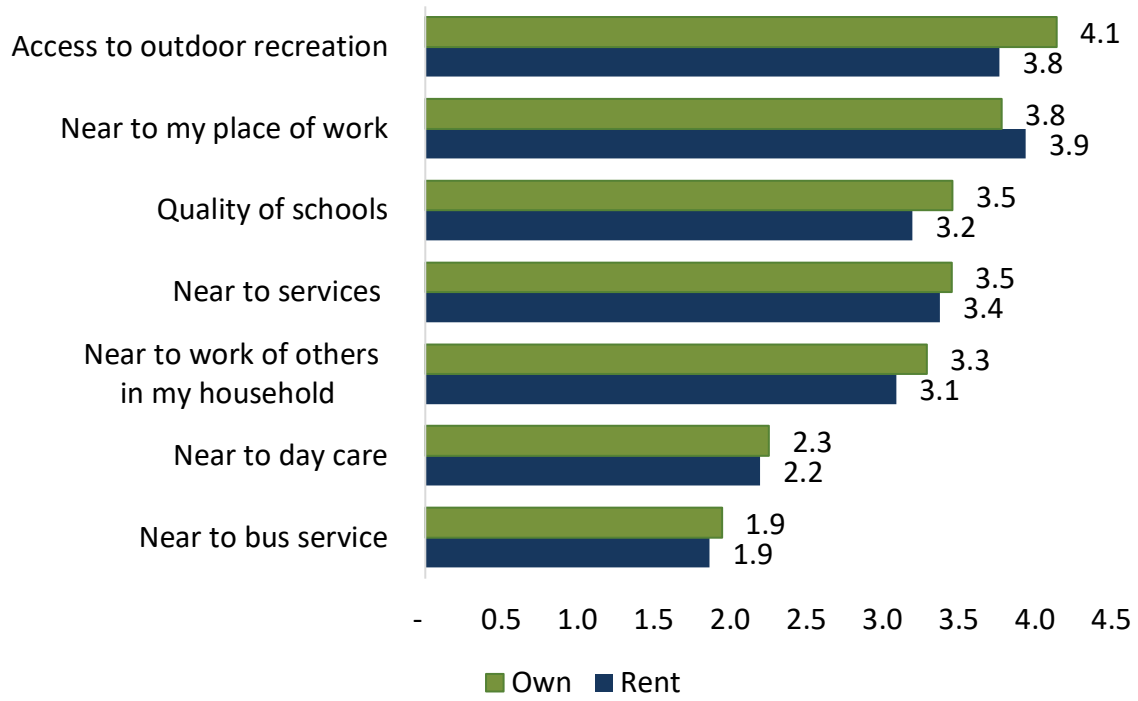
Owners place slightly higher importance on all amenities than renters, except proximity to work for which renters show a slight preference.

By household type:

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



Importance of Amenities: LOCATION



Source: 2020 Employee Survey

Housing Costs and Availability

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

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

Rental Prices and Supply

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

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

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

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

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

Advertised Rentals: August 2020

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

*Lake area employees only (for like comparison)

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

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

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

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

Employee survey

New and Pending Rentals

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

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

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

Employee survey

Rental Projects Under Construction: Truckee area

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

Source: Town of Truckee website; Mountainhousingcouncil.org

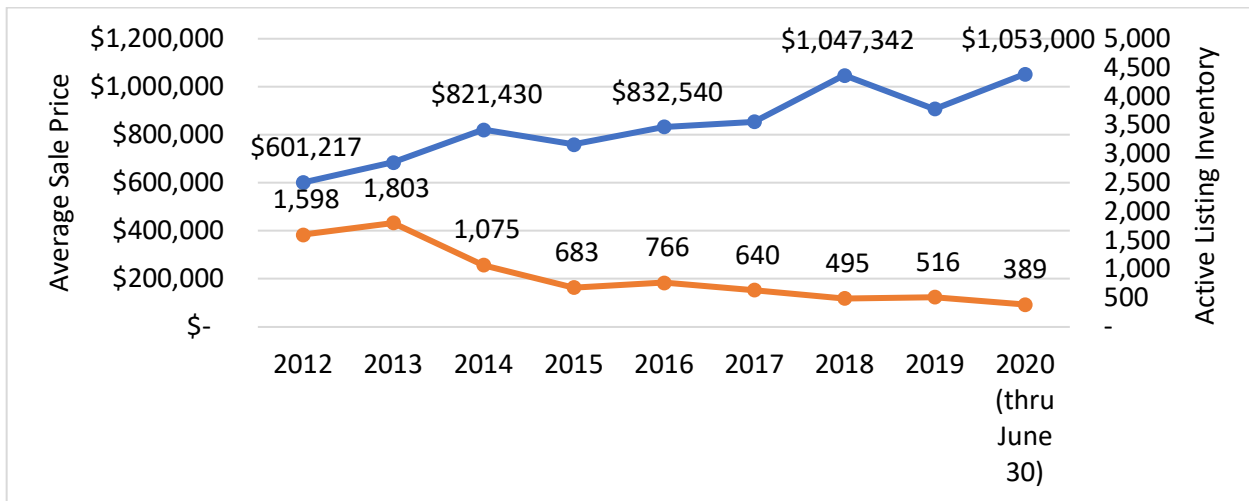
For Sale Home Prices and Supply

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

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

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

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



Sales and Inventory: 2012 to June 30, 2020

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

Source: Tahoe Sierra Board of Realtors Market Report

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

For Sale Listings: August MLS⁶

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

Source: Tahoe Sierra Board of Realtors' Multiple Listing Service

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

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

Employer interview

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

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

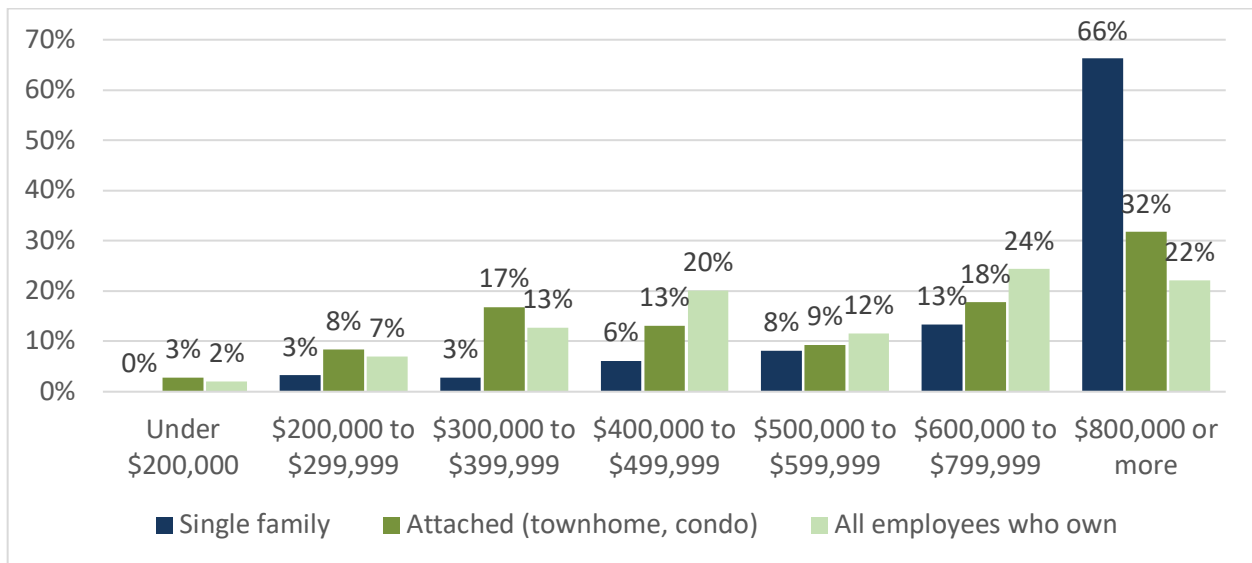
The below chart compares the income of current employees who own to existing homes listed for sale.

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

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

Employee survey

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



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

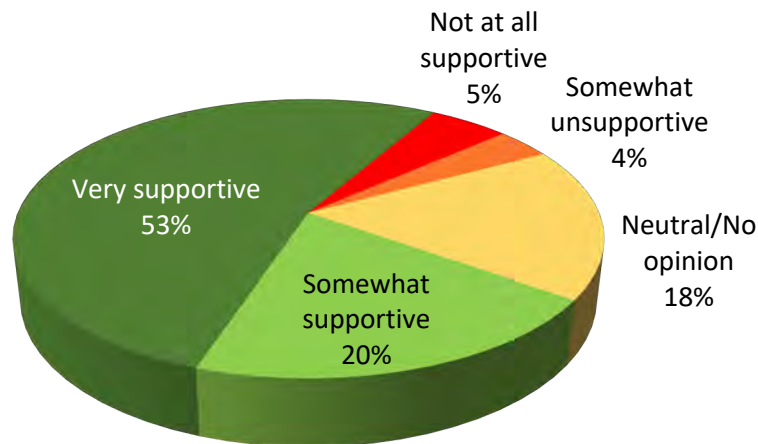
Employee Interest in Housing and Other Benefits

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

Support for Housing Programs

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

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



Source: 2020 Employee Survey

Levels of support varied by a few factors:

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

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

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

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

Employee survey

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

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

Interest in Various Benefits

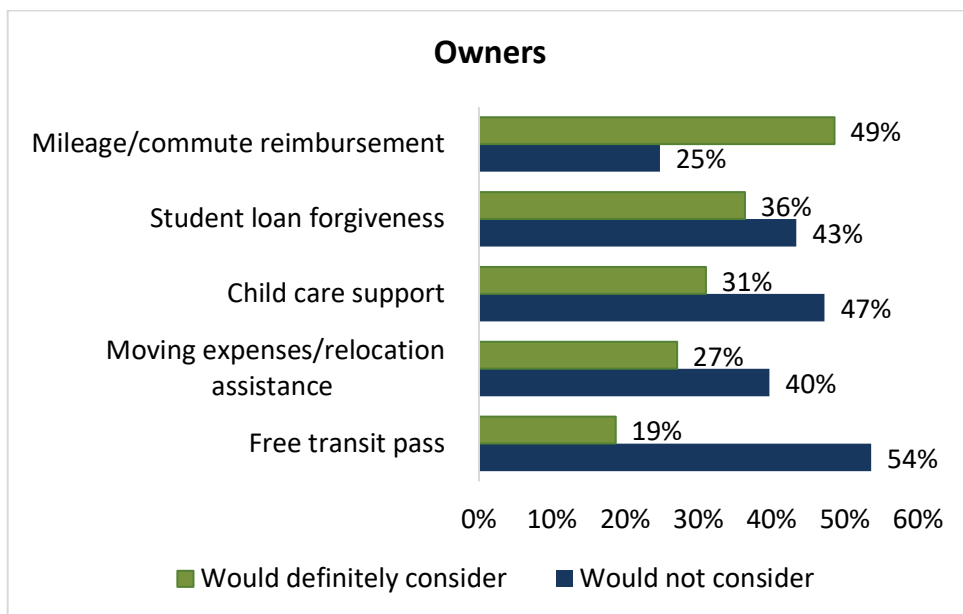
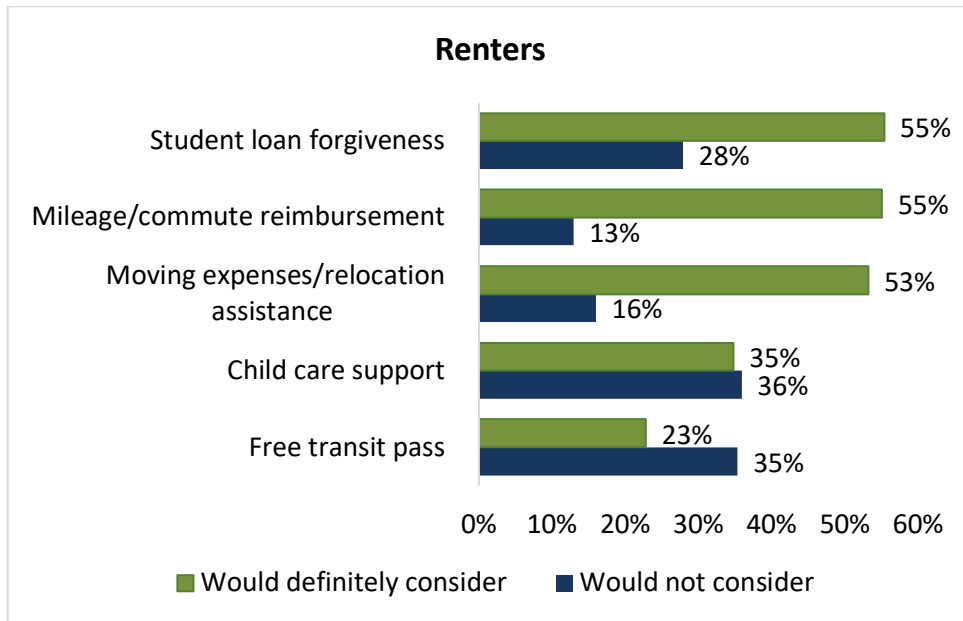
Survey respondents were asked the extent to which they might consider various benefits, if available. General observations include:

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

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

Employee survey

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



Source: 2020 Employee Survey

Some differences are also apparent by household type:

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

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

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

Source: 2020 Employee Survey

Housing Programs of Interest

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

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

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

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

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

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

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

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

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

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

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

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

*dk = "Don't know"

Source: 2020 Employee Survey

Other Programs

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

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

Source: 2020 Employee Survey

Current Employer-Provided Housing

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

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

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

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

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

Inventory of TFHD Housing Units

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

Source: TFHD

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

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

Appendix – Employee Survey Results

Employee Housing Needs and Preferences Survey

1. Please provide the zip code where your residence is located:

N=828	Own	Rent	TOTAL
Other	0%	0%	0%
Other CA	5%	3%	4%
Other Lake Tahoe area	20%	18%	19%
Other NV	2%	1%	2%
Reno/Sparks area	19%	26%	21%
Truckee area	55%	52%	54%
#N/A	0%	0%	0%

2. Which of the following best describes your household?

N=828	Own	Rent	TOTAL
Adult living alone	7%	14%	10%
Couple with child(ren)	53%	29%	44%
Couple, no child(ren)	28%	23%	26%
Immediate and extended family members	4%	8%	6%
Single parent with child(ren)	5%	13%	8%
Unrelated roommates	1%	10%	5%
Other	1%	2%	2%

3. Within which age categories do household members fall?
(Check ALL that apply)

N=828	Own	Rent	TOTAL
Age 5 or younger	9%	19%	20%
6 to 17	43%	34%	30%
18 to 29	16%	23%	31%
30 to 64	89%	88%	73%
65 and over	0%	9%	6%

4. How many people live in your household? (Circle one)

N=824	Own	Rent	TOTAL
1	6%	14%	9%
2	32%	34%	33%
3	26%	21%	24%
4	25%	21%	24%
5	7%	5%	7%
6+	4%	5%	4%
Average	3.1	2.9	3.0

5. Do you have pets?

N=828	Own	Rent	TOTAL
Yes	83%	65%	76%
Dog(s)	86%	86%	86%
Cat(s)	35%	24%	31%
Other	10%	16%	12%

6. Do you own or rent your home?

N=826	TOTAL
Other	1%
Own	61%
Rent	38%

7. In what type of residence do you live?

N=828	Own	Rent	TOTAL
Apartment / Condominium / Townhome	4%	38%	17%
Caretaker unit	0%	2%	1%
Duplex/triplex/fourplex	0%	4%	2%
Mobile home	3%	2%	3%
Other - Write In	0%	1%	1%
Single-family home/cabin	93%	52%	77%

8. How many bedrooms are in your home? (Circle one)

N=812	Own	Rent	TOTAL
0 or 1	1%	20%	9%
2 bedrms	12%	37%	21%
3 bedrms	60%	32%	49%
4 bedrms	24%	10%	19%
5+	3%	1%	2%

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

N=819	Own	Rent	TOTAL
I have yet to find such housing	1%	8%	4%
Not difficult	27%	7%	19%
Moderately difficult	43%	20%	34%
Very difficult	29%	65%	43%

10. Which choice best describes your satisfaction with your current residence?

N=826	Own	Rent	TOTAL
Very Satisfied	63%	24%	48%
Somewhat Satisfied	27%	41%	32%
Somewhat Dissatisfied	6%	26%	14%
Very Dissatisfied	4%	9%	6%

11. If somewhat dissatisfied or very dissatisfied, why?
(Check all that apply)

N=154	Own	Rent	TOTAL
Too small/overcrowded	34%	59%	52%
Too expensive	30%	56%	48%
Too far from work	23%	33%	29%
Not in desirable location	13%	18%	17%
Pets not allowed	0%	7%	5%
Needs repairs/poor condition	16%	31%	27%
Too far from transit	0%	5%	4%
Currently rent, prefer to buy	2%	56%	40%
Other	7%	15%	12%

12. How has the COVID-19 outbreak affected employment of members of your household?

N=824	Own	Rent	TOTAL
No change OR (mark all that apply)	52%	47%	47%
Work hours reduced for some/all household members	34%	35%	32%
Some/all household members have been temporarily laid off	15%	22%	17%
Some/all household members have been permanently laid off	3%	3%	3%

13. If household members lost part or all of their employment, how long can you sustain your housing and other living expenses under reduced employment status?

N=405	Own	Rent	TOTAL
Less than 3 months	21%	47%	31%
3 months to 6 months	25%	26%	26%
6 months or more	54%	27%	43%

ABOUT YOUR EMPLOYMENT

14. How long have you worked for (or been on contract with) the Tahoe Forest Health System (TFHS)?

N=802	Own	Rent	TOTAL
Less than one year	8%	18%	12%
1 to 2 years	9%	19%	13%
2 to 5 years	24%	33%	27%
5 to 10 years	18%	18%	18%
More than 10 years	41%	12%	30%

15. For which TTWHA employer do you work?

N=828	Own	Rent	TOTAL
TDPUD	6%	2%	4%
TFHS	58%	69%	62%
TTAD	2%	1%	2%
TTAD - other	0%	1%	0%
TTUSD	34%	27%	32%

16. When do you plan on retiring?

N=826	Own	Rent	TOTAL
Within 5 years	17%	3%	11%
6 to 10 years	22%	10%	17%
More than 10 years	62%	87%	72%

17. Please rate the level to which you agree or disagree with the following statement:

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

N=825	Own	Rent	TOTAL
Strongly Agree	3%	8%	5%
Agree	6%	18%	11%
Undecided	19%	33%	25%
Disagree	30%	23%	28%
Strongly Disagree	42%	17%	32%

HOUSING AND PROGRAM PREFERENCES

18. Within the next five (5) years, would you prefer to:

N=815	Own	Rent	TOTAL
Stay in your current residence	63%	11%	43%
Move into a new or different home in the Tahoe Truckee area if suitable housing were available that you could afford to buy or rent.	26%	76%	45%
Move into a new or different home outside of the Tahoe Truckee area.	11%	13%	12%

Why are you not interested in moving into a home in the Tahoe Truckee area? (select all that apply)

N=90	Own	Rent	TOTAL
Too expensive/cannot afford	43%	69%	53%
Prefer to live in a different community/area	17%	19%	17%
Other – write in	25%	14%	20%

19. Please indicate which of the following types of help with housing you and your household would have an interest in, if available? (Use a scale of 1 = "Would not consider" to 5 = "Would definitely consider")

N=760 - 788	Own Avg	Rent Avg	TOTAL Avg	% unsure
Down payment assistance	3.0	4.5	3.6	9%
Help with security deposit/first month rent	2.1	3.6	2.7	13%
Monthly housing stipend	3.2	4.1	3.5	6%
Homebuyer education / financial counseling	2.6	4.0	3.2	7%
Home repair/renovation assistance	3.6	3.6	3.6	6%
Utility payment assistance	2.8	3.5	3.1	7%

In which of the following other types of assistance would you or your household have interest, if available? (Use a scale of 1 = "Not important" to 5 = "Extremely important")

	Own	Rent	TOTAL	%
N=760 - 788	Avg	Avg	Avg	unsure
Mileage/commute reimbursement	3.5	3.9	3.6	5%
Free transit pass	2.2	2.7	2.4	8%
Child care support	2.6	3.0	2.8	11%
Student loan forgiveness	2.8	3.6	3.1	8%
Moving expenses/relocation assistance	2.7	3.8	3.1	8%

20. Are there other types of assistance that you would consider that are not listed above? [See comments in Appendix](#)

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

	Own	Rent	TOTAL
N=812			
Very supportive	46%	65%	53%
Somewhat supportive	24%	14%	20%
Neutral/No opinion	20%	14%	18%
Somewhat unsupportive	5%	2%	4%
Not at all supportive	5%	5%	5%

Why do you feel your employer should or should not invest resources in housing programs and opportunities for employees? [See comments in Appendix](#)

22. If your employer invested in either purchasing, building or master-leasing rentals in the Tahoe Truckee area to lease to employees at rents affordable for your household (i.e., paying no more than 30% of household income for rent), would you be interested in renting a home from your employer?

	Own	Rent	TOTAL
N=772			
Maybe/would like more information	22%	37%	28%
No	69%	12%	47%
Yes	9%	51%	25%

IF YOU ARE OR MIGHT BE INTERESTED IN RENTING FROM YOUR EMPLOYER: (respond to Q23 – Q25)

23. Would you be interested in renting a home in (Select ALL that apply):

	Own	Rent	TOTAL
N=393			
Truckee area	85%	88%	87%
Kings Beach area	26%	34%	30%
Incline Village area	15%	25%	22%
Tahoe City area	38%	42%	40%
Other Placer County	4%	6%	6%
Other Nevada County	7%	10%	9%
Other	5%	7%	6%

24. How many bedrooms would your household need?

	N=389	Own	Rent	TOTAL
1 bdrm	6%	17%	13%	
2 bdrm	32%	42%	38%	
3 bdrm	49%	34%	40%	
4+ bdrm	13%	7%	9%	

25. What maximum monthly rent (excluding utilities) would you be willing to pay for your needed bedroom size?

	Own	Rent	TOTAL
N=383			
\$500 or less	1%	1%	1%
\$500 to \$599	1%	2%	2%
\$600 to \$699	1%	3%	2%
\$700 to \$799	4%	5%	4%
\$800 to \$899	3%	7%	6%
\$900 to \$999	6%	9%	8%
\$1,000 to \$1,249	16%	19%	18%
\$1,250 to \$1,499	22%	20%	21%
\$1,500 to \$1,749	19%	17%	18%
\$1,750 to \$1,999	13%	9%	10%
\$2,000 to \$2,499	10%	6%	8%
\$2,500 to \$2,999	3%	2%	3%
\$3,000 or more	0%	0%	0%
AVG RENT	\$1,469	\$1,346	\$1,389

26. Would you have interest in purchasing a deed restricted home in the Tahoe Truckee area?

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

	Own	Rent	TOTAL
N=766			
Maybe/would like more information	26%	37%	31%
No	56%	11%	38%
Yes	18%	52%	31%

IF YOU WANT TO OR MIGHT WANT TO PURCHASE A DEED RESTRICTED HOME: (respond to Q27 – Q31)

27. Would you be interested in purchasing deed restricted home in (Select ALL that apply):

	Own	Rent	TOTAL
N=459			
Truckee area	85%	89%	88%
Kings Beach area	32%	38%	35%
Incline Village area	23%	27%	25%
Tahoe City area	41%	43%	42%
Other Placer County	8%	9%	8%
Other Nevada County	11%	10%	11%

28. How many bedrooms would your household need?

	Other	3%	7%	5%
	N=447	Own	Rent	TOTAL
1 bedroom	2%	6%	5%	
2 bedroom	19%	35%	28%	
3 bedroom	58%	50%	54%	
4+ bedroom	16%	8%	12%	

29. What type of home would you consider?
PLEASE RANK UP TO 3 CHOICES by inserting the number "1" for your first choice, "2" for your second, "3" for your third.

FIRST CHOICE

	Own	Rent	TOTAL
N=453			
Single family home	92%	83%	87%
Tiny house (less than 600 sq. ft.)	1%	4%	3%
Townhome/Duplex (two-story)	3%	4%	4%
Condominium (stacked-flat, one-story)	2%	5%	4%
Manufactured home	2%	4%	3%
Other	0%	1%	0%

SECOND CHOICE

	Own	Rent	TOTAL
N=409			
Single family home	2%	5%	4%
Tiny house (less than 600 sq. ft.)	12%	13%	12%
Townhome/Duplex (two-story)	61%	54%	57%
Condominium (stacked-flat, one-story)	12%	12%	12%
Manufactured home	12%	15%	14%
Other	1%	2%	1%

THIRD CHOICE

	Own	Rent	TOTAL
N=383			
Single family home	3%	5%	4%
Tiny house (less than 600 sq. ft.)	11%	12%	11%
Townhome/Duplex (two-story)	17%	20%	19%
Condominium (stacked-flat, one-story)	50%	41%	45%
Manufactured home	13%	19%	17%
Other	6%	4%	5%

30. How much would you be willing to pay to purchase your FIRST preferred home?

	Own	Rent	TOTAL
N=436			
Less than \$150,000	4%	6%	6%
\$150,000 - \$174,999	2%	7%	5%
\$175,000 - \$199,999	3%	5%	4%
\$200,000 - \$224,999	3%	8%	6%
\$225,000 - \$249,999	3%	4%	3%
\$250,000 - \$274,999	7%	4%	6%
\$275,000 - \$299,999	7%	10%	9%
\$300,000 - \$324,999	13%	16%	15%
\$325,000 - \$349,999	9%	5%	7%
\$350,000 - \$374,999	6%	9%	8%
\$375,000 - \$399,999	7%	4%	5%
\$400,000 - \$424,999	12%	10%	11%
\$425,000 - \$449,999	5%	2%	3%
\$450,000 - \$474,999	4%	3%	3%
\$475,000 - \$499,999	5%	3%	4%
\$500,000 or more	11%	3%	6%
Average	\$363,592	\$309,194	\$332,420

31. How much do you have available for a down payment? (Please include the portion of home equity you could spend on a down payment if you plan to sell a home you now own)

	Own	Rent	TOTAL
N=4369			
None	6%	17%	12%
Under \$5,000	4%	6%	5%
\$5,000 to \$9,999	8%	13%	11%
\$10,000 to \$24,999	18%	37%	29%
\$25,000 to \$49,999	14%	9%	11%
\$50,000 to \$74,999	18%	12%	14%
\$75,000 to \$99,999	7%	3%	5%
\$100,000 to \$199,999	15%	3%	9%
\$200,000 or more	10%	0%	5%
Average	\$68,599	\$22,410	\$42,294

32. Please indicate how important the following factors are to you when looking for a place to live. Use a scale where 1=Not At All Important and 5=Extremely Important.

HOME FEATURES

N=777 to 794	Own	Rent	TOTAL
Age - want new home	2.8	2.8	2.8
Energy efficiency	3.9	3.8	3.9
Garage/carport	4.4	4.0	4.3
Extra storage	4.0	3.7	3.9
In-unit washer/dryer	4.6	4.5	4.5
Allows pets	4.2	4.1	4.2

LOCATION CONSIDERATIONS

N=777 to 794	Own	Rent	TOTAL
Near to my place of work	3.8	3.9	3.8
Near to work of others in my household	3.3	3.1	3.2
Near to services (medical, groceries, etc)	3.5	3.4	3.4
Near to day care	2.3	2.2	2.2
Near to bus service	1.9	1.9	1.9
Quality of schools	3.5	3.2	3.4
Access to outdoor recreation	4.1	3.8	4.0

33. How would you feel about living in a neighborhood or building (e.g., apartments or condominiums) that was home to a significant number of other TFHS employees?

N=798	Own	Rent	TOTAL
Feel very positive about living amongst fellow employees	24%	28%	25%
Some coworkers would be fine, but mixed with other members of the local community would be preferable	34%	29%	32%
It depends on the neighborhood environment / need more info	31%	32%	32%
I do not want to live amongst other fellow employees	12%	11%	11%

HOUSING COSTS

It is very important that we know some details about your household to fully understand your needs. Please remember that this survey is CONFIDENTIAL.

34. What is your household's average monthly cost of housing? (please enter "0" if you do not pay any of the below)

Average	Own	Rent	TOTAL	N=
Rent or mortgage	\$1,938	\$1,547	\$1,788	702
HOA	\$140		\$140	218
Utilities	\$341	\$281	\$320	672
Child care	\$906	\$705	\$833	151

35. What is the gross annual income of all household members combined? This is critical to our analysis of housing affordability – your answer is confidential.

N=721	Own	Rent	TOTAL
Under \$25,000	0%	3%	1%
\$25,000 to \$49,999	2%	14%	7%
\$50,000 to \$74,999	7%	23%	14%
\$75,000 to \$99,999	13%	23%	17%
\$100,000 to \$149,000	32%	24%	28%
\$150,000 to \$199,999	24%	8%	18%
\$200,000 or more	22%	5%	15%
Average	\$149,178	\$90,737	\$126,699
Median	\$140,000	\$82,000	\$110,000

Households by Nevada County AMI (2020)

N=717	Own	Rent	TOTAL
30% to 50%	1%	6%	3%
50% to 80%	5%	19%	10%
80% to 100%	8%	20%	13%
100% to 120%	10%	10%	10%
120% to 150%	15%	21%	17%
150% to 200%	28%	13%	22%
Over 200%	32%	8%	23%
Under 30%	0%	3%	1%

36. Do you have any additional comments or suggestions related to housing? [See comments in Appendix](#)

THANK YOU FOR YOUR RESPONSE

Why are you not interested in moving into a home in the Tahoe Truckee area? - OTHER

aging winters are hard

bay area has ruined truckee

CA Tax

CA taxes, future retirement

California taxes and living on a fixed income when I retire.

Cannot retire in this area, taxes are constantly increasing.

Cost

Cost of homeowners insurance has gone up tremendously Cost of living in the Tahoe Truckee area.

Cost of living and all the growth. We moved here to live in a small town, now not so much.

cost of living and taxes

Cost of living is very expensive here

Cost of living, Winter

cost prohibitive for needs - houses that are affordable are run down and need too much renovation

different climate

Done with snow and the people that visit

has gotten too big, overcrowded

High cost of housing compared to wages.

Husband works in Reno

I am retiring and I would like to live out of the snow and tourist areas.

I can't afford it.

I plan to retire and move out of the area.

I want to move closer to family

In part to be need my daughter and in part my property taxes are increasing so much due to multiple bond measures

limited access to home with land that is affordable, fenced and allows storage of recreation vehicles.

moved from Truckee in 2005

My views are not respected by the community. Im not welcome here by my employer nor most the employees. My view is im a Republican. I have been made to feel dumb, a degenerate and not welcome here so Im close to just leaving since this inst worth the pay.

Not affordable for a 3-4 bedroom house and increased land/lot size we would like to own. Not many opportunities for our children. Desire to move away from a tourist town.

Retirement

Tahoe/truckee too expensive

Taxes

The area is attracting people who do not assimilate to the culture of Truckee/Tahoe. It is attracting people who demand change without trying to understand the constraints of a small town.

There is absolutely no way on my salary I could afford to buy a home in truckee or tahoe. That's laughable. Reno is the next big thing and even that is getting more expensive. If my husband and I want to start a family any time soon, we don't want to be poor having our entire paychecks all go to a mortgage and bills. We cannot even afford to have children right now. As much as we love it here, We've been looking to relocate unfortunately.

Too expensive

Too expensive

Too expensive

Too expensive for what we get, taxes are insane for our home

TOURIST

truckee has grown to much for us, we like and want small town living

want to buy a house in Reno

Would like to presue education outside the area.

TENURE If somewhat dissatisfied or very dissatisfied, why? OTHER

Own I can't afford to do repairs/upgrades. I have no garage and can't afford one

Own Mobile home Park is very strict. Not children friendly

Own winter drive from Reno to Truckee

Rent 1151

Rent AIR BNB OTHER ROOMS RENTED OFTEN

Rent expensive

Rent In my experience, affordable options in Tahoe are old, ill maintained buildings

Rent lack of options

Rent like to be closer to work

Rent Living with a Parent

Rent Living with In-Laws due to difficulty finding housing for my husband and I

Rent Living with Mom

Rent no available housing to change into

Rent no garage or storage space

Rent No local affordable housing - do not want to live in Reno, Perfer Truckee

Rent plow service sucks

Rent property mangament

Rent tenent downstairs is rude and blasts music all night

Rent Would prefer a house over and apartment

Rent Would prefer not live with my Landlord

Are there other types of assistance that you would consider that are not listed above?

1. Why not PAY hospital employees NOT to drive? Imagine if 50 people per day walked, rode their bikes, or took public transit to work. That's 50 OPEN parking spaces. Is that worth \$15/week to pay an employee not to drive? 2. Negotiate a deal with Rad Power Bikes to provide discounts on electric bikes for employees. These are the top-selling and most reliable electric bikes on the market. <https://www.radpowerbikes.com/>

A pay increase

affordable housing options for TTUSD employees

Affordable mortgage

Alternative work hours and/or work from home. Incentives to live in the District.

An increase in wadges to offset the cost of living and commute

Any opportunity to assist in relocating to the Truckee/Tahoe area. I love my job and I love the area, it's just not reasonably affordable.

Assistance finding suitable housing

Assistance for the above in case of divorce or separation. It would be impossible for separate living situation with the current housing market.

Assistance in locating and securing a low cost home comparable to what we can afford in the Reno area.

Assistance with costs related to new construction/ renovation plans development. Also, defensible space costs to maintain homeowners insurance

At this time in my life the above options would have been great when I had children at home. But not at this time.

Availability or free meals/facility provided meal(s) for staff that make the least amount of money at entry level positions (e.g. housekeeping, patient registration, unit clerks). There can be threshold to qualify such as someone makes less than \$50,000.00 per year. This way it is applied across the board.

cannot think of any

Car payment assistance, rent assistance.

Carpool assistance

Cell phone

Cheaper /reasonable rental in community for our adult children who work in the area.

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

Child care x 1000!!!!

Child care! Please!!!

child tuition set up accounts, like Nevada has

Childcare provided within the district, both lake side and Truckee side.

Childcare would be amazing and would help SO many employees as it is expensive and competitive

children's loan forgiveness that we are paying for

college assistance

college/ university assistance for my son

Company computer van

company sponsored van pool

Cost of living assistance. I pay an arm and a leg to live close to work and not commute from Reno.

cost of living increase for all employees

Discounts on food and services to buy local rather than go to Reno. Discount would help support for local services such as Dry cleaning, House cleaning, Gym membership, clothing stores, etc Discount or reimbursement for Internet services. Support for school age children during home schooling days (speaking for a friend) ie 1. small pods of children who can receive educational supports and child care for working parents, 2. alternative work hours of elementary/Jr high school parents can work with children on education requirements and still work from home or come into the work force at different times of the day or weekend. Temporary housing for winter months for those living outside of Truckee. Provide centralized TFHS work space in Reno to reduce commuting. Innovative work from home - ie Knock Knock which is virtual office spaces.

down payment assistance to buy a house

Early and late hours for child care

employee housing close to work to cut down on commute.

Expanded bus service for Truckee Tahoe area- free to public with expanded hours

financial assistance for living within the district

Financial assistance for rent while one adult is currently in school.

Fire mitigation assistance, tree removal is very expensive.

First time home buyers assistance.

food assistance

Food/grocery assistance

For older kids (support) in school work if we moved to kids not in school every day of the week.

Free transit pass for my son and support with after school programs

hazard pay reimbursement for those of us employees who have worked tirelessly through the pandemic and shutdown while still maintaining a positive and happy atmosphere for our patients.

High quality subsidized childcare

Higher pay and let the employees manage their own finances.

Higher pay to keep up with the cost of living! We are getting paid a NV rate while living in CA!

Home Insurance is getting dropped due to wildfire risks. It becomes tripled in cost with CA Fair plan.

I am fortunate to own my home with my husband. I still checked "would definitely consider" for the assistance offerings above because I think that any of those could be so helpful for other staff members in our community. For our first home, we would have definitely considered help for a down payment .. I also still have significant school loans after 11 years of practice as an OT. Cost of housing in California has certainly impacted how I have been able to pay off my school loans. side note, we are so so so grateful to have discounted childcare.. any support in this area is unbelievable helpful and allows me to still work and afford to not stay at home!

I am not a great person to take this survey. Although I can't yet retire I have the extremely good fortune to have generous parents and although we are not even 10 percent educated, our family takes care of education and housing needs.

I had to move to Reno and commute because I could not find housing in TTUSD area. It takes over an hour to get to work on snowy days. Regular commute is 45 minutes. I actually miss some evening activities at TTUSD because of commute.

I have lived in the area since 1989 and in this house since 2001. My responses do not reflect that of the younger teachers in our district.

I have no children nor do I plan on having any. Assistance with the dog would help though like an occasional dog sitter when travel is needed or board meeting nights. Or pet insurance similar to how health insurance is funded as a benefit.

I live in Reno, so I just want the home prices in Truckee to fall to a reasonable level. Otherwise, I'm staying in Reno. The commute reimbursement would be nice, because I spend a fortune on gas.

I lived in Truckee when I was hired in 2000. I chose to move 30 miles away. Why should I expect assistance from my employer when I made a choice?

I need help just getting work done at my outdated residence to make it safe/habitable. Would love a list of available contractors/repairman/handyman/electricians/snow removal/maids. Especially if they're hospital employees/relatives that I can support.

I rent rooms in my home, minimum 6 mo preferred. \$775/room. We could have an internal means of posting rentals that employees have available for other employees.

I say anything would help for sure.

I would like to emphasize that childcare is really difficult to find. Many centers do not take children under age two. TTUSD should have a childcare center for their employees like the hospital has.

I WOULD LOVE TO HAVE MY MEDICAL INSURANCE CONTINUE WHEN I RETIRE

I'm in need of housing. I recently lost my RV which I've lived in for the last 3 years and actively seeking housing anywhere in the Truckee area. If you know of any place please let me know. Thanks!

I'm not interested in supporting handouts.

If there was affordable housing available so a mortgage did not occupy such a high percentage of our monthly household income.

If there was help from the county or district to convert unused space in our home into a one bedroom apartment, we would be interested in renting to teachers or other district employees.

If we can add on to our home within the next 5 years, we will do that - and assistance would absolutely help us be able to do that. But if not, we may look into upgrading to a larger home, but we're not confident we could find something that would meet our needs (due to cost).

If we didn't have family that was willing and able to financially support us I would mark everything above as a 5.

Im a white middle class male, there is no assistance offered to me.

Improved local public transit. More inclusive routes and more/better time options.

Insurance resources and assistance

Internet payment assistance and homeowner internet improvements

It is expensive to live and work in the Truckee/Tahoe area. Any assistance is greatly appreciated; very grateful for the opportunity.

just missing a down payment. living in Truckee makes it difficult as a single person, the first in her family to graduate from college, to save for a down payment. Truckee is very expensive to live in and I have been here 25 years.

Like the Placer County Sheriff's office we should consider monthly living stipends, or medical insurance offsets.

list of rentals: rooms, apartments, houses...updated thru a link.

Living in low income is hard for teachers because it means living with students. We need a separate area where we can be essential employees. It sounds odd but we r like celebrities in a way and need separation from our student population. Paying 1500.00 for a one bedroom apartment with no garage is criminal. That price doesn't even include utilities. Its very hard in Truckee when we all have skis , bikes etc. Coburn Crossing wasn't allowed to put in a pool and gym because our local rec center thought it competitive. But Liv studio etc is near the rec center so thats terrible of the rec center. Also true full time workers need an area away from seasonal party workers and 20 year old workers. Also building that are pet friendly and buildings that are not. Some people have allergies. And putting families on one floor together is better than mixing them with people who don't have kids on a floor.

Loan/grant programs for home improvement for local homeowners who work in the community

medical bill assistance

mental health, time for employees to exercise, health coach

monthly stipend for living expenses for those who work & live in Truckee Tahoe area

More RV parks! Or RV hookups at the hospital.

My biggest challenges lie in the cost of childcare, and the large student loan debt I have. Even then, I feel I am adequately reimbursed at my job here and funding should go to others who are struggling.

No. I was lucky enough to buy a home 29 years ago in the Truckee basin when homes were still affordable.

Not at the moment.

Not that I can think of at the moment.

Not that I can think of.

On-site housing when snowed in for pharmacy personnel, last years I missed a few days of work due to road conditions.

Onsite childcare.

Paid maternity leave!!!!!!

Pay raise equal to TDPUD Managements current raise

Pet care assistance

Physical moving assistance

Programs for single mothers that are first time buyers.

Regarding #20: a.) Would only consider free transit pass if a transit system from my neighborhood to my work and back existed. It currently does not. b.) Would LOVE student loan forgiveness for son's college expenses. c.) I would LOVE TTUSD to pay full amount for health care for retirees. I could afford to retire now, but can not due to health care costs. This would be a win win situation since it would cost less to pay retirees health care than to hire new teachers lower on salary schedule.

reimbursement for bike to work. Allowance toward e-bike

Relief of health care costs/insurance

Rental discounts for TTUSD employees who don't qualify for low-income housing. Corburn Apts only provides 10% discount which is peanuts when a studio goes for \$1,325 and does not include utilities.

Salary differential for living in Truckee. Most employers here do not pay salaries or hourly wages that meet with the cost of living in Truckee/Tahoe.

Ski pass discount!

Solar installation

stipend for living in very expensive location

Student Loan forgiveness would just be phenomenal. For my family, this would be almost life changing as we could save this amount every month for even one year could be a significant portion towards a down payment on a "reasonable" moderate home.

Student Loan forgiveness. That is huge. A serious problem, especially for teachers with advanced degrees.

Subsidized housing for employees that do not require a 2 year waiting list, and that are safe.

Support remote working permanently.

System home financing at reduced interest rates. Stipend for those that provide 24/7 coverage and may be called into the hospital/live in Truckee

The option to work from home a day or two per week if I had to move to Reno to obtain affordable housing.

To be clear, I am married to someone who owns a home so my answers are not what they would be if I were single. I would be interested in any/all of the assistance for housing in this area if I were single and/or my husband didn't own his home.

town of truckee permitting relief--it is very tough to get permitting for any type of home upgrade in this town due to the high cost, slow response time, and multiple hurdles the town of truckee poses.

Transit is free

Tuition reimbursement for per diems based on years of service, not on current employment status (per diem vs FT/PT) or numbers of hours worked in a week.

Tutoring assistance for children due to Covid 19 and parents needing to homeschool or distance learning.

Type of housing i.e. house vs apartment

Unsure

We have lived her for more than 25 years and our mortgage is paid off. We could use a better, less expensive medical benefit package.

With the \$400 Wellness money, able to put it towards a ski pass. With COVID, I'm not joining a gym, can't get a massage, already have 2 fit-bits. Need to use the money towards some outdoor activity, something that I enjoy to do.

Work from home when weather and roads are bad.

Why do you feel your employer should or should not invest resources in housing programs and opportunities for employees?

VERY SUPPORTIVE

Should

Yes! They should invest the resources. When the cost of living is what it is here in Truckee and the available housing far exceeds what someone who is not in a 6 figure job could ever afford, the town loses its core. It loses those that have been here their entire life but, due to rising housing costs and cost of living increases, can no longer sustain a life here. To live here and love it here we have to be able to go home without the stress of paying a mortgage or rent that is blown out of proportion with what we could ever hope to afford. Many people who work in the district, including myself, have had to move to Verdi or Reno to find something in our price range. Now we have a commute to work but are more likely to have a house we can go home to or are able to pay a lower rent every month. However, to achieve that, we have had to remove ourselves from the community that we have grown to love and have been an integral part of through our students and coworkers. I understand this area is an expensive place but if you don't make an effort for those that aren't making 6 figures the town will no longer have the community feel we once had and will consist of "the have's". The "have not's" will commute in every day to serve

those affluent enough to be here and then drive home, sometimes through a blizzard, to get back to our families 25 plus miles away once we get off work. Something definitely needs to change. Truckee is losing its sense of community as this continues to happen more and more.

75% of the employees at TFH district live out of the area and commute. The cost of living for the Tahoe/Truckee/NLT area is ridiculous and unsustainable.

affordability, job security, keeping employees happy, keep employees employed for long period of time, cost of living keeps rising and Truckee has become extremely expensive to live.

Affordable housing is almost nonexistent in Truckee. Keeping a dependable work force in the area will rely on helping locals/employees afford to live here.

Affordable housing is nearly non-existent in Truckee/Tahoe and any and all help is important to maintain our workforce.

Affordable housing is such a big problem. It will help our employees, AND it will help improve our workforce by making it more competitive to get a job with TFHS - and make it more realistic for good employees to accept a job here.

Although we get a great wage working at TFHD it does not keep up with the rising costs of housing,taxes and utilities in Truckee.

An investment in housing is an investment in keeping people in the community and thus in the community itself.

As district employees I think we should have more opportunities to try and stay local. Several employees end up moving to Reno so they can make ends meet and keep their jobs. We're losing talented people because the housing market in the area is out of control.

Assistance for employees in housing reduces the stress of making ends meet, which in turn may improve productivity as well as moral during these uncertain times. Rent is typically a large percentage of income as well as utilities.

attract and retain good teachers for our students

Attracting new talent to our district as well as maintaining current staff. It seems particularly challenging for single individuals to afford to live here and that makes us lose out on potential employees, which are our best resource and asset!

be a member of housing council. Assist community solutions for workforce housing.

because employees need to be able to afford a place to live. And not live day by day thinking of getting evicted because of not being able to pay rent.

Because if we want to keep good teachers, police, nurses and fire fighters in our town we should help them. Tahoe Dave's does this. Think of it as offsetting training costs of new hires

Because our wages sometimes do not match up to the housing market here. And or daycare.

Because the cost of living is ridiculous here and it is darn near impossible to find a house for less than half a million dollars. I can work 40 hours a week and never have money to buy that. And I budget monthly and am frugal.

Because the housing around truckee is so expensive.

Because the town council has dropped the ball. Truckee is no longer affordable for most people.

being able to live in an high cost resort community with stability takes away some pressure of the seasonal fluctuations our area experiences.

cost of living in our area is high and we need employees who live in our own community, it brings more "ownership" to the hospital system.

Difficult to recruit qualified staff that are willing to live in our winter environment.

Due to housing costs, it's difficult to find and keep good employees

During the winter conditions and construction times during the summer we are required to get up even earlier to get to work, but it's very risky as we don't know how driving conditions are. Investing in housing resources will allow employees to be local and feel like our employer values their employees and care about our safety.

Easier to attract & retain talent

Employers will benefit from having better qualified locally based employees.

Ensures our community stays intact

equal opportunity for all, keep the working force in the area

Even though I am required to get my ECE degree for my position and continue my yearly professional development, I make the lowest amount of money on the lowest tier on the pay scale rating at \$17/hr and they expect me to make a living off of that. It's a joke, but I love my job. The least they can do is help with affordable housing

Every time I have to find a new place to rent it is a huge struggle. The availability of places to rent is small and expensive or won't line up with the time frame I need to rent. Having my employer offer some sort of ease to the burden would be one of the more valuable benefits to me.

Everyone who works and lives in the Tahoe basin deserves the opportunity to become homeowners if that is their wish. I moved here in the 80s and it was achievable then... as it should be now!

For recruitment and retaining HQ educators for our schools. Educators and school staff should be of the community and for the community. One of our guiding principles is as follows: Schools, families and the community are partners in helping students develop a sense of ownership for their learning. What better way to do this than to have TTUSD staff living where they work!

Having employees closer to their employment is especially important when there is traffic congestion or bad weather issues. Allows employees better and easier access . makes it easier for employees to meet their employment requirements.

Housing assistance would help staff remain in the community, reduce the number of people who commute and increase the well being of those employees and their families. It would also mean more people spending their money in the community.

Housing costs are a barrier to our district hiring the best possible staff.

Housing costs in truckee exceed recommended housing costs per month for the salary levels of most hospital employees

Housing has gotten out of control in Truckee. I am in support of anything the district can do to help staff afford to live and work in Truckee. I feel fortunate that I bought at the bottom of the market but too many of my colleagues are not fortunate enough to have an affordable place to live which is very sad

Housing is a basic necessity of Life. For me, I do NOT feel safe renting a home. Everyday now when someone slows down as they pass our house that we rent, I get a sick feeling in my stomach. I do not feel safe. I am not a professional, but I have worked here for more than 10 years. Unfortunately, realistically how much longer can I live here?

Housing is a big need in our community. It's hard to find a house to rent and rent is very expensive. To buy a house in this area is near impossible on a teacher's salary. I don't know how new teachers can afford to work and live in this area.

Housing is a major concern for this area. We have considered leaving this town, because we don't believe we can afford a home that would fit our growing family. To remain competitive for teachers we need to make it easier to afford good housing here - for the long term.

Housing is key to keeping good teachers and community members in the community. One of the reasons we would never consider a travel reimbursement program is because we want to be a part of the community where I teach. It is critical to be able to attend events, see students, parents and community members out and about town.

Housing prices are high in the area and it is important for employers to support their employees and community.

I am in a position where I own my home and am comfortable, but I know this is not the case for many other employees.

I am personally set up well with housing but many of my friends have been unable to afford to buy a home or afford rent as the costs just keep increasing each year and many salaries in the area have remained at a standstill. I have had multiple friends move from the area to find affordable housing. It is something all employers in Tahoe need to take seriously or there will not be employees here to do the work.

I believe a lot of employees would benefit from a housing project that is affordable depending on income.

I believe all income levels are needed to make our hospital successful. Not everyone wants to or can afford to commute to work.

I believe my employer should invest in resources in housing programs and have opportunities available for staff because it is so hard to find housing close by that is affordable to live in. It took me a long time to find housing that was what we needed within an affordable range. we did eventually find one and moved in on 07/13/2020 and could have really appreciated some sort of help in that process.

I believe that good employees are the backbone of any organization. In order to recruit and keep these people, they have to be able to afford to live locally on what we pay them. Revolving doors with respect to staff are a detriment to the organization.

I believe that investing in employees, my employer would increase overall happiness of its employees. This kind of investment helps build moral, loyalty, and trust in the employer.

I believe there is a majority of employees who have moved to the Reno/ Carson area because rent here is expensive for a small place.

I believe we are looking at a serious housing crisis in this area, especially for those in my age group and with my salary. I am well compensated for my job and still absolutely struggle to afford a reasonably priced home in the Truckee/Tahoe area.

Especially during Covid pandemic I am seeing multiple homes being sold to newcomers, local residents do not even have a chance in buying these homes as many are being bought with cash and over the asking price. It is becoming a true concern for myself and many others who work/live here. Having help from the hospital in getting access to more affordable housing or

offering assistance with housing would be monumental. I am unsure what this is going to look like in the next 2-3 years but many of these homes remain second homes for these people and it leaves open homes with no residents and others that live here permanently are unable to buy homes.

I bought my home 32 years ago. I would not be able to buy a home today with the high prices.

I do think my employer should have housing opportunities because it is definitely too expensive to live on your own in Truckee and that is why a lot of people live in Reno, even with gas they can afford to live alone. Truckee studio= \$1200; Reno studio=\$800

I feel as a community that relies heavily on employees from outlying areas it is in great interest for the hospital to provide housing programs for its employees.

I feel as if TFH should invest in housing programs that allow for vesting after X number years of service.

I feel it is a great opportunity for the employer to invest in housing programs. A lot of the time we cannot hire people because they cannot afford to commute here and also can not afford to live here. This creates a shortage of adequate staff especially for certified/licensed positions. Also, it is nice to have people who live here work here because on big snow days most people cannot make it up from Reno/Auburn. (Freeway closed...)Then it leaves it up to those who live here to carry the load. I have lived here 20 years and cannot afford to buy a home but would love to. If we lost our rental there is a big chance we would have to leave the area. There is close to nothing to rent and we cannot afford to buy a house.

I feel it is crucial for employees to perform at their optimal level of work which starts/ends at their home. A home is somewhere you can go to after every shift and rest. It is very important in daily life and health!

I feel it would help keep employees here at Tahoe forest more long term, if living in Reno the commute can be quite strenuous not only on vehicles but also being away from your family additional hours in a day.

I feel like if an employer invests resources in housing programs, it's investing in the quality of service from employees. It's a 2 way commitment.

I feel my employer should defiantly invest resources in housing programs and opportunities. Our community is seriously lacking affordable equal housing. I personally make too much to afford low income housing, but make not close enough to survive on my own supporting my 3 children. I have struggled to find housing for many years. Being forced to live in Reno and commute or live in my parents home. I also find it hard to deal with 5 year wait lists and limited affordable options.

I feel my employer should invest resources in housing programs because the cost to live in Tahoe/Truckee continues to increase. I am currently paying as much or more in rent than if I could buy my own home but the down payment makes it impossible to buy.

I feel my employer should invest resources in housing programs/opportunities for new, young employees because we need to retain and attract quality educators in Tahoe Truckee. Most young employees can't afford to buy a home here and they can't find a place to rent due to all the short term rentals. We bought our home in 1991. There is no way we would be able to afford a home in Tahoe City today.

I feel our employer should invest in the community and allow employees to feel like they can afford to live where they work.

I feel that it would improve retention and overall sense of well-being for employees.

I FEEL THAT MY EMPLOYER SHOULD INVEST RESOURCES IN HOUSING PROGRAMS AND OPPORTUNITIES FOR THE EMPLOYEES BECAUSE IT WOULD TAKE OFF THE STRESS OF EITHER COMMUTING FROM NV OR PAYING HIGH LIVING COSTS IN TAHOE/TRUCKEE AREA. NOT ONLY DO I BELIEVE THAT IT WOULD TAKE THAT STRESS OFF, BUT IT WOULD DEFINITELY LOWER THE TURNOVER RATE IF YOU PROVIDE ASSISTANCE IN MILEAGE/COMUTING REIMBURSEMENT FOR THE EMPLOYEES LIVING OUT OF THE TRUCKEE/TAHOE AREA.

I feel that there is not enough housing for local employees. This would benefit the district employees.

I feel the cost of living in comparison to the salaries does not match. It would be great if there was more support.

I feel they should because it helps the employees which makes them happy and end up doing a good job.

I feel they should invest in resources in housing programs because that is the one factor that will determine whether or not I will stay in Tahoe long term. I want to buy a home but it does not seem very realistic in the Tahoe area.

I feel TTUSD should invest in housing programs. The best thing about the TTUSD area are the teachers are a part of the community. Their kids are part of the district and this is their community. They are invested in this area wholeheartedly. When teachers live someplace else we lose the community and investment. Teaching here becomes solely a job. We lose all of the community investment and involvement. The question is which kind of teachers do you want teaching our kids in the TTUSD.

I had to move out of truckee to afford to buy a home.

I have been in my house since 1990 before they prices sky rocketed but I feel the housing situation for renters is horrible.

I have lost a lot of friends who had to move from the area because of lack of housing/jobs and the ones that have stayed work soo much its hard to have fun with them anymore and the lack of interest in even going to an expensive restraurant or event in town.

I have worked in the access center for about 18 months and most people commute from Reno. It does seem like there is higher turnover because the drive does get to employees and it is hard to keep fully staffed all year long.

I left my previous employer in the bay area for this exact reason: I was not earning a livable wage and lost my lease on my apartment. I feel my (new) current employer goes above and beyond to ensure the employees are paid a fair wage.

I like the idea but do not feel they should be required to assist. the town needs to push policies that encourage and drive down the cost of housing specifically for local employee's. A hard task when lost of people would like to live here and people can game the system even when they dont need the help.

I moved to Truckee 23 years ago and was fortunate to be able to buy a home at a reasonable price. I could never do that today. We are going to continue to lose out on talent if we can't find a way to provide affordable housing in this area.

I think it is a good to live in the community where you work, if you desire.

I think it is a great idea to help the local community members and employees to find suitable housing in an ever increasing price market. With the influx of people from all over the market to rent or buy has become out of reach for many local employees. Assistance with this could be very beneficial to keeping employees employed in our Health System.

I think it's important for employees receive competitve compensation relative to cost of living. This is why I am I a strong supporter of a housing stipend. I think the average Truckee employee will come to realize that common aspirations such as home ownership, having kids, or retiring at a decent age is nearly impossible in Truckee due to the gap between wages and cost of living. As a result, employees will relocate to communities and jobs that can accommodate their lifestyle aspirations.

I think my employer should definitely invest in housing opportunities for employees in order to retain some of the good employees in lower paying jobs who do not own houses. The housing market is very challenging here for people who did not buy houses years ago when things were priced more reasonably. You might want to wait and determine who is most valuable/committed to the organization and the most in need of housing assistance to make sure that it is given to the right people.

I think my employer should invest resources in housing programs in order to keep quality employees around and a part of the community.

I think that my employer should invest resources in housing programs and opportunities for employees, to have more productive and happier employees.

I think there is a large need for it in our community.

I think they should because this area is uniquely expensive and to afford a house here is nearly impossible for the average person. People are happier if they can live where they work, especially if it is as beautiful of a place as here.

I think they should invest. We are seriously looking at moving out of the area because it is so expensive. Assistance could help people stay in the area.

I think they should who needs help during this time for sure.

I think with how truckee is that many employees are looking outside of truckee for living. It would help keep retention at the hospital.

I was one of the lucky to buy in 2011 at the bottom of the market and I had help from my family. I'm fine but I do acknowledge that it is nearly impossible for teachers trying to get in the market now. I think that employers should be in the fight for affordable houses. When teacher commute from Reno they usually only last a year or two before they grow tired of the drive.

I would be very happy to have this. I am a single divorced parent that struggles to make it in Truckee. I have 2 kids and live in a 2 bedroom condo.

I would like to see TDPUD support employees buying or renting within our service territory and offer assistance to new employees moving here from out of the area because this is an expensive place to live.

If quality teachers and staff are leaving the district because of housing opportunities (or lack thereof), then it would benefit the district and OUR STUDENTS to invest in housing programs.

If the employer is unable to increase pay to allow for housing affordability then assistance in housing is the only other option.

If the hospital wants good employees, it may be necessary to assist employees. This area has become the new Aspen--it is ridiculously expensive--prohibitively so for people who work in this area.

If the hospital wants to continue to employ hundreds of workers in the area, it makes sense for it to make this a viable option for people to afford to live in the community they work.

If there was a way to have employee housing that was lower cost and owned/operated by the district or community rather than 2nd homeowners looking to make money off of the income in Tahoe. It would be great to be able to hire fresh out of college but with cost of living and all the other costs associated with moving to Tahoe (4WD vehicles/ snow removal/ high utilities etc) it's hard to afford it on startup salary but becomes more manageable a few years in unfortunately it's hard to hang on long enough to make it there.

If these assistance programs help TFHD keep employees because the housing market is exploding, then I think they should. We need affordable homes/housing to house those workers whose wage does not suffice for living conditions that are reasonably close to the hospital.

If they have the means to do it, why not?

IF we are trying to hire employees to match our student population, then I believe we need to invest in resources that allow our Latino employees to live within the community in housing.

If you keep your employees in Truckee, you keep them invested in keeping Truckee a town where one can live AND work.

If you want quality employees, they should be taking care of as much as the district is able.

If you want to build or maintain a solid team, then investing in them buy assisting with sustainable long term housing will keep them around. Sometimes even a well paying job isn't enough keep people afloat to stay and enjoy this beautiful place we call home. It has crossed my mind that I might not be able to do the things I dream of doing in this location simply out of the cost to live here. You definitely make a sacrifice to live here. Sometimes the things that bring you joy are outweighed by the cost.

In order to be more available to work, especially in the winter when the commute from Reno is horrible, I think it would benefit our community as a whole to have employees closer. If there is a way to make that possible, I think it would be easier to retain your current employees as well as recruit new employees.

In order to get and keep valuable employees they need somewhere affordable to live.

In order to have good, reliable employees, they must have a safe place to call home.

In order to recruit and retain new staff and young teachers the town needs to do something so young people can afford to live here. Also, the town will die if they don't fix this. I've seen the same thing happen in Napa 35+ years ago. Dropping enrollment in schools, the maternity ward closing due to a ZERO birth rate...it was a real crisis. They implemented some great housing programs that actually helped my younger brother, his new wife, and baby own their very first home. It can be done, we just have to decide who we want in this town. Wealthy people and infrastructure staffed with people who are bussed in from Reno, or a real vital community with people of all ages and socioeconomic levels. Frankly, I vote for the second...that's the town I came here for back in 1993. Truckee was a working class, family oriented community with a vital work force. Now, I stay in my little niche, rarely go downtown, and hardly recognize my home town. My adult children wanted to live here, all are professionals, college educated, and have blessed me with 5 grandchildren. None of them could afford to buy a home here (even with a healthy \$600K budget) and put their children in our schools. So they all moved away and took their families to other communities.

In this area, if there is housing assistance available, all staff should be eligible regardless of time in district, current housing, or rate of pay.

Investing in affordable housing resources ensures that professionals will have adequate housing and amenities at our modest wages. Currently owning a home in the area seems daunting secondary to wage to mortgage ratio

INvesting in housing for employees now, will help ensure a qualified workforce and stability.

INVESTING IN HOUSING WOULD BE HELPFUL FOR RETAINING GOOD EMPLOYEES

Investing in resources for housing programs is an exceptional idea, it makes it very convenient for employees to get to work safe and on time (this is especially true during winter); giving us peace of mind. It will also give us more time of the day, especially for workers from out of the area who have children or caring for someone at home. It is also convenient for our employers because they'll have their employees closer to the hospital for any immediate needs.

Investing in your employees is sure way to recruit higher quality applicants and a higher likelihood of retaining quality employees.

Investing in your employees, and being able to keep current employees that don't make as much in the area.

It is becoming increasingly more difficult for locals to compete in this housing market. Employers will need to take action to keep employees here.

It is beneficial to the employees and employer.

It is difficult for a single individual to own a home in the tahoe truckee area

it is expensive to live here and it could be an excellent way to attract and retain staff.

It is extremely hard to hire good staff that will stay and I feel that one of the reasons is that people cannot afford to live in the area. They find commuting to Truckee or Incline to be hard (especially during winter). The cost of rent in the area is really high and the drive from Reno or Carson City is too long. I feel we could keep good employees if they could afford to live closer.

It is hard to find affordable housing up here. We need places for all the employees to be able to live comfortably

It is hard to find and keep quality employees in this area. When we do they have a hard time with the living expenses. We have lived here 20 years and still cannot afford to buy a home.

It is imperative to make sure housing is accessible in order to have a workforce and to make sure our employees are not stressed due to the Social Determinants.

It is important to have local housing in order to get good people for the district. Winter driving is hazardous, so less miles to travel to get to work on a storm day is a great benefit.

it is important to invest in resources such as housing due to the limitations of available housing and the rising costs to live in the area. Shortages of staff are increasing due to the cost of living.

It is the right thing to do to invest in employees that are committed to the institution. Happier employees make happier patients.

It is very expensive to live in the Truckee-Tahoe area. I think a lot of employees would like to live here but have to commute from the Reno area due to prices.

It is very expensive to live up here as well as very few rentals available for new teachers. The housing market is priced out of the range of beginning teachers. Several of our teachers live and commute from Reno because the housing market in the area

It may be the difference in finding employees who live in town and don't commute from other areas. Cost of living too high for most blue collar workers in this area.

it offers options not only for our community but our employees. Helping others and being able to help even just a little goes a long way.

It would assist the organization in attracting and keeping quality employees if assistance was available in this high cost housing environment

It would be an investment in attracting qualified employees

It would be helpful so that teachers can focus on their jobs instead of basic needs like a roof over our heads.

It would benefit TFH and the employees. Less commute in bad weather and less traffic commute. Less call ins being late during bad weather

It would make it affordable for new teachers.

It's important for our community to have affordable housing.

It's important to help retain employees

It's not that I feel they should, I would just like it if they did. I would love to live closer to my work and I love this community, it's just more expensive than Reno.

Its getting more and more expensive to afford renting, having to move further from work puts a burden on us when you have your kids in school in one city but work in another. Long term rentals are very hard to find and is pushing away the working people who need the housing.

Its something they do not need to do, but its amazing they are considering it!

Keep talented and hard to find positions at TFHS. Prevent turn over Housekeeping, Dietary, Child care Teachers, lab tech, Clerical supports. Work/life balance when time and expense is not used for commuting to work.

Local employees/community members could use all the help possible with the current state of the area housing market.

lower rent

Lucky, I bought a home several years ago. However; it is very hard for families to live here. Such a expensive place to live and no affordable housing for our employees.

maintaining and investing in a stable work force allowing employee's to be part of the local community

many employees struggle with housing or commute from far away because of the lack of housing or lack of affordable housing in truckee Tahoe area. It could potentially help many employees not need to work multiple jobs just to afford rent up here.

Many of employees I'm sure are having financial struggles, especially due to COVID. I'm sure those of us renting and paying a mortgage can benefit from it.

Many of my coworkers and I drive between 30 and 60 min, one way, to get to work. Because of housing issues, we're not really part of the community that we serve. I think we would have better work/life balance, be better tuned to the community, and overall provide better care if we could afford housing near our work sites.

Many people are moving to Reno or Carson because it is so difficult to find affordable housing. I am fully supportive of the district investing in housing to help us maintain our wonderfully diverse community.

My situation is unusual for an employee that live in the Truckee area. I know more people than not that would love not to commute from the Reno area and live, rent in Truckee but our housing costs makes it prohibitive to live in our community. It would be nice to continue to have staff that is connected to our community.

My staff cannot afford to live in the area, many commute from Reno. Those who want to purchase a home struggle without assistance from parents.

NA

One of my favorite things about working at Tahoe Forest Health System is taking care of the people in the community I live. I love this community and I think it is important for staff to live in the community.

One of the reasons I did not pursue housing in this area was out of pocket cost. Having the option of getting assistance to live closer would have factored into my decision when I purchased our home.

Our community does not take care of their locals. This local community caters the 2nd homeowners first.

Our employer should invest in housing opportunities to retain their staff. It is very stressful not knowing where you will live when you get a notice that your rental home is being sold. I have been unable to find a home before and had to live behind someone's garage for 3 months. My son couldn't even crawl because of the lack of space.

Over the past couple years I think we can all agree housing has skyrocketed. and for younger generations its becoming harder and harder to become young homebuyers. I think even for some of us maybe like a credit building or repair workshop would be beneficial. I think truckee forest looking into helping with housing is amazing. I just would not be able to afford the housing up here on my own. but if I did live up here I would save hundreds of dollars on gas as well as putting 120 plus miles on my vehicle here and back.

Part of the experience of working for this system should be enjoying and appreciating the community that they service.

Quality teachers and support staff may stay or be easily recruited with district housing support.

Recruiting and maintaining staff is difficult given the expense of living in this area. Support could potentially help recruit and maintain needed staff.

Recruitment and retention is major driver but also playing a leadership role in the community and leveraging resources are key opportunities.

Retain good employees and decrease stress.

Retain new and highly qualified teachers

retention of employees

Right now we are losing families to Reno and Carson who are valuable employees and members of the overall community. We are going to experience intense upper class whitewashing, as the depression/recession caused by COVID hits and even more families move to NV, and wealthy families from the Bay area move to Tahoe. This should not be a community only for rich people.

Should consider to decrease turn over and increase job satisfaction, and work/life balance.

SHOULD do this, as it is necessary!

should invest resources in order to retain valuable employees

Should!

Should.. As one of the largest employers in the Tahoe Truckee area they have a direct interest in the success of there employess and those who reside in the community.

simply put - shelter is a basic human right.

so employees can live in the community where they work

support housing for employees. Involvement with the town on affordable housing units.

Supporting housing programs would keep employees local therefore commuting to and from Reno, especially during difficult winter months, wouldn't be an issue. Resources such as these would expand the potential hiring pool and help retain

employees. Offering school forgiveness would encourage employees to advance their educations without concerns of drowning in student debt or inability to pay rent. It shows that TFHS believes and invests in their employees.

Tahoe Forest does a lot for its employees, this would not only be very generous, it would help a lot of families within the community. It would also set a high bar for other organizations around the Tahoe/Reno area.

Tahoe/Truckee is a hard place to move to because it is expensive to get a place.

TFHD already is such a wonderful asset to the North Tahoe Community, I think helping employees with housing issues should be a natural part of operation.

TFHD is a huge employer for the area and our collective voice can help the Town of Truckee understand the need, value and importance of creating, maintaining and providing affordable workforce housing for rentals as well as give preference to the local working class when purchasing a home.

The amount of rentals in the area is so minimal that staying in this area may become impossible

The changing economy is slowly creating an non-sustainable housing market for the community of Tahoe/Truckee.

The cost of housing in Tahoe Truckee is prohibitive for new and seasoned teachers. The only reason we can afford our house is because we have a sweetheart deal. Otherwise housing is too expensive for working people.

The cost of housing in Truckee is way too high for most people.

The cost of living in this area is extremely expensive resulting in employees having to live out of the area and having longer commute times.

The cost of living in this area is getting very expensive.

The cost of living is so high in truckee. I believe that employee retention would be a benefit of housing programs and oppurtunities for employees

The employer counts on the community to stay open and active and productive, so the only way that can keep happening is have our young adult working community stay in Truckee

the high cost of living in the area combined with wages do not make it easy for people to find suitable housing. Therefore the employer, in this case, could help greatly with housing assistance

The local cost of owning/renting homes is astronomical compared to teacher salaries (or any reimbursement in education, for that matter) in this community. I think it falls on everyone in the community to help in this matter.

The median house in Truckee is around \$600,000. The rent is comparable to bay area prices. It is difficult to attract and retain talented educators if they are taking a reduction in pay and do not see a reduction in the cost of living.

The middle class can not afford to live in Truckee, no middle class, no community.

The Tahoe-Truckee Area is way overpriced for the amount of income people earn at in town jobs.

The TDPUD could explore options such as investment in transitional housing for recruitment (new hire), investing in houses for employee affordable rentals, or local housing assistance with terms and conditions.

The Town of Truckee needs qualified, competent workers. Cost of living is creating a problem for many.

There are a lot of teachers retiring within the next five years, which means younger people being hired and moving to Truckee/Tahoe full time. If we want to retain these teachers and build a strong community, they need a place to live (including myself). I have had to move EVERY single year since coming to Truckee 5 years ago and that creates a lot of uncertainty and stress throughout the school year.

There is a big investment to be lost if talented employees are forced to leave due to housing affordability/availability.

There is not enough housing, and there is not enough affordable housing. People have to travel in hazardous conditions majority of the year.

There would be more employee retention and it would diminish expenses and benefit the district.

they do a great job for us in the winter time.

They should help their employees since so many people are moving to town and taking the houses that employees live in.

They would have more people to draw from outlining areas

this type of investment could keep good people working in their positions longer= less turn over in staff. I know for a lot of better paying positions there is not much turnover in our organization, which is part of what makes our hospital so wonderful to work for... However, a lot of the support staff have to commute from else where and I think there are higher turnover rates there... I know many of our Therapy Techs commute, struggle to find rentals.. and many of them leave because they are going off to school.. but more supports might attract people to those positions that may stay longer?

This would greatly assist the employees who continue to dedicate their working lives to the Health System. An opportunity to live and work in the same space would help create long term relationships - which is incredibly valuable for the Health System and would also help create a more satisfied workplace.

To attract and retain good employees, it is an investment to secure these individuals. Investing in housing resources would be beneficial for the employee, district and ultimately our students. I would be in favor of the district exploring ways to help our staff who need housing assistance.

To attract highly qualified candidates to jobs

To attract the best quality people and promote a culture of employees that want to stay long term in their positions or within the company.

To bring young teachers to the area and help them afford housing

To get good employees

To help those in the community find affordable housing and still continue to work at TFH.

to keep great staff here and not stressed

To support and retain the highest quality employees possible

Truckee is a strong community with amazing people. We want to live, play and work here. Affordable single family homes with a garage is what we want. I feel the Airport can be a huge player in fulfilling that need.

Truckee/Tahoe region is extraordinarily expensive due to it's resort status and the influx of extremely wealthy non-locals (I guess I am technically a non-local). It will be difficult to retain the highest caliber of teacher if the affordability of living in the community is not addressed somehow. That affordability barrier is what keeps me commuting an hour each way in good conditions.

Turn over rate and employee retention would be impacted in a positive way, specially for those that commute every day from Reno. I commute 100.00 miles per day to be here. I know many team mates actively look for other opportunities specially during winter months to avoid driving 80 back and forward from Reno.

Very difficult for us to recruit and retain lower paid employees (e.g. MAs, receptionists). Most live in Reno due to lower cost of living but when employment market is strong, our wage differential and culture may not be enough to overcome commute time and cost and CA income tax. Would be best if they could live here affordably.

We live in a very unique area. A tourist area. Those making quite a bit more money from the Bay Area swoop in, causing bidding wars, and pay for their home (which they rent) with cash. The workforce in Truckee does not have a chance to purchase homes or rent homes for reasonable prices. It's terrible. I am deeply concerned that our public safety officers and health care workers cannot afford to live in the town that is desperately dependent upon them and would be in terrible shape without these fine people.

We need awesome teachers in our community who can afford to live here,

We need to attract the most qualified candidates, and housing limits the pool.

We need to be able to have new teachers work in our district and housing could be a big issue.

We need to support the welfare of TFHD our fellow employees. Those of us fortunate enough to be secure in our housing should grateful and show that gratitude by being willing to help those struggling. It's the least we can do.

We should help with housing assistance to draw talented people to our employer.

We want and deserve quality professionals in our school district, and don't want to lose potential employees due to the cost of housing.

We work in a very expensive area to buy/rent so travel costs for all employees will have a unique effect on each families budget. The result might lead to more candidates when hiring and promote staff retention.

When one does not have an adequate home to live in due to needing renovation or because of commute, they have less time to dedicate to staying at job after hours. I personally would be at more evening events for students if my situation for housing was different.

When people work and live in their hometown, they are more invested in their community. They have more respect for the well-being of their neighbors and protection of the surrounding environment.

when Tahoe forest builds anything new it should include apartments, even studio or 1 bedrooms for employees. Look at the new Grocery Outlet building. It has 3 apartments. The building where the Truckee Surgery center is as apartments. Tahoe Forest could have apartments on the top floor of the planned parking garages, also on the top floors of the new medical buildings too.

While I am fortunate enough to live with a spouse who has remained employed, many of my colleagues are struggling to make ends meet either due to the high cost of housing here, spouse unemployment or other issues. I fully support some sort of stipend for our classified staff, who are so dedicated to our students but struggling to make ends meet, as well as teachers and other district employees. Our schools can't afford to loose staff because of housing needs.

Will enable TTUSD and other agencies to hire the best possible employees, not based on spouse of potential employee having high paid job, or on potential employee having huge savings. Otherwise we are unable to get employees suited to many jobs because they can't afford to live here (for example, unable to fill Instructional Aide positions, and teaching positions, even with people who really really want to live here).

With the cost of living in this area constantly on the rise, many employees in the area are being priced out of being able to live where they work. Employers should contribute to employee's ability to work to allow for residents to work locally rather than having to commute elsewhere.

With the increases of Bay Area people working remotely in Truckee/Tahoe since the pandemic struck, housing costs have sky rocketed making it unaffordable for the average local family. If we now have people living full time in Truckee/Tahoe making Bay Area wages and landlords, real estate sellers, restaurants, and retail shops taking full advantage of that with increased pricing, something needs to be done to accommodate this new economic environment.

Without assistance our educators, support staff may not have the resources to become home owners and home ownership is a cornerstone of community.

yes

Yes because I worry it will be increasingly difficult to recruit and retain staff for lower paying positions in light of the high cost of living in Truckee. It will not be possible to live locally, and there will not be strong incentive to commute from Reno/Sparks due to the time and cost of commuting. On the other hand, it might be more effective and more equitable to other employees in higher paying roles to invest in higher base pay rather than navigating the complexities of what to offer which employees in terms of housing assistance.

SOMEWHAT SUPPORTIVE

?

A concern is that wage increases should be considered to keep up with the housing market. Should the market reverse, even supplemented assistance programs may not adequately cushion the fall in values and equity in the property.

A lot of my coworkers have moved out of the area due to the high cost of living, and others constantly discuss the financial difficulties of living in this area

Affordable housing up here is definitely an issue and should be addressed. I think TTUSD should consider investing in housing, but make sure that the programs they develop would be available to people who rent or own, not just for those who rent. Teachers with mortgages often struggle just as much as those that rent and would appreciate assistance as well.

Although it is increasingly difficult to secure housing in the area, I am concerned about how this support would affect other aspects of education and compensation in our district.

Am supportive so all employees, certificated and classified, can live in the Tahoe Truckee Community, instead of commuting from another state.

As a longtime TFH employee, there is excessive favoritism. People that are unqualified and incompetent, and rarely even in office are promoted to supervisor or management while those who are extremely qualified hard workers are overlooked/ignored. These people unfairly promoted make a lot more money and they will probably get assistance while more deserving hard workers that make less money are overlooked as usual. Also, what's to stop someone from obtaining a job with TFH, get housing and other assistance then quit and run with that assistance? Not to sound racist, as I am far from racist, but Hispanics seem to also be hugely favored and promoted over non-Hispanics, so they probably will get all the assistance then make a profit off renting extra rooms to their friends and extended family. Will there be anything in place to prevent making additional profit?

As long as it doesn't impact employee payroll budgets.

Be a part of the discussions and present accurate financial data about our community members.

Because it is impossible to find good teachers homes to live in!!!

Cost of living and poor street infrastructure makes it challenging to live in truckee.

Due to the state of the economy and possible cuts in education, I would not want resources to go into housing but rather into staffing needs and education programs.

Either housing assistance should be on the table for helping new - especially young - teachers be able to consider TTUSD jobs, or else TTUSD will need to consider honoring year-for-year on the salary schedule. It is EXPENSIVE to move here from

most other areas. Also - in order to have enough PARAs and other district support staff, either housing or utilities help should be considered, or the district needs to consider either FREE benefits or substantial hourly raises - it is extremely difficult to find PARAs and support staff when those jobs won't cover housing expenses and bills.

Employer should invest in housing programs to attract younger professionals to the area.

Help quality healthcare professionals afford to live close to their place of employment

High cost of housing in the Truckee

Housing costs are exorbitant. An OLD house around corner in Tahoe Donner was listed for \$500,000.00 last week and sold in bidding war for over \$700,000.00 cash this week. Due to covid and remote work, so many more people moving to area full time and likely housing will get worse for 'worker wage' people like hospital staff. I heard (not confirmed) that local school enrollment is up 50% so they are coming her full time.

Housing costs are, for the most part, out of line with average salaries. With some sort of housing assistance, we may be able to attract and retain quality professionals in our school district and other industries.

Housing is very expensive in Tahoe region and for the wage earner, frankly unaffordable. It would be cool to have TFH housing.

I am somewhere in favor of this because housing has been a huge hurdle for me in this region, and it will definitely affect whether or not I stay long term. Therefore, if it were available to me, it would certainly help ease the difficulty that housing poses for staying in this job.

I believe the CEO gets a housing stipend, so why not everyone else?

I DO NOT support housing assistance for administrators. They are paid enough money and should not be enticed to work for TTUSD by getting EVEN MORE through a housing and transportation stipend. I ONLY support assistance for employees that support our students but are not paid well. Perhaps 50K or less?

I feel the majority of our employees probably already have housing so I would not want too many resources devoted to this during our current budget crisis. When we have the funds, perhaps measures should be considered. IE I prefer to focus on salaries and positions not being cut in the District.

I feel they should so long as great thought is put into location of these homes.

I think it could help retain local people which will make for quicker response times for outages. It also gives workers more pride in their work knowing its in the town they live in.

I think it depends on the situation of the employee. Are we reimbursing new hires for moving here when there are people needing assistance within the system already? Is there a need? I believe that is what this survey is for?

I think it is a nice gesture, but I also feel like there are other important areas to invest resources in such as more staffing.

I think that TTUSD should help young teachers get housing in Truckee so that they can live comfortably as they teach our youth in our town. :)

I think to be equitable it should be translated to salary advancement for both classified and certificated

I want assistance purchasing a house. There is no way I can afford a house in the region under current prices without significant investment or changes to a flexible/remote work structure. But, truthfully, I am really concerned with my housing situation becoming more dependent on my employment or employer. Moving to a financial model where affordable housing can only be obtained in conjunction with employment would only make workers more dependent on the job, and could, understandably, be used to create pressure points in the workforce. I think any opportunity with housing assistance needs to be unconditional, and needs to be without length/level of service requirements.

I worry about taking housing from other residents in the Tahoe area that need it. But if the employer is only helping the problem of housing for locals, not adding to it, then I am in support of it.

I would agree to my employer investing resources in housing programs and opportunities if the benefits and investments were somehow equitable across the board for ALL employees, even those not needing or taking advantage of the program.

I would just want to make sure that people would not take advantage of a program as sometimes people do when things are given to them.

I would like to see my employer focus more on helping its employees find affordable homes to buy rather than focusing so much on finding homes to rent. I love living and working in Truckee but with rents continuing to rise it is becoming more and more impossible to find affordable housing. Younger families are looking towards moving to Reno because it's insane to imagine buying a 2 bedroom home with no garage for half a million dollars but that's whats occurring in Truckee. I hope builders can begin building smaller homes that first time buyers would look at and increase the supply. As long as the supply chain stays low prices will continue to rise.

If done mindfully, this can be yet another feather in the cap of an organization that proves it's drive for employee engagement. My only question is - at what cost would these programs come at? Is there something that would have to be given up to offer these generous benefits?

If employees could live in Truckee, job retention would improve.

If our school district is cut back financially due to the Covid issues- we may have layoffs and issues with our own employment. It is hard to see the school district helping housing when they can't maintain their employees??

If we want to be able to offer a good educational opportunity to our children we have to help qualified teachers/staff come to Tahoe and stay in Tahoe.

in order to attract new employees to the area, they need to be able to find decent housing. Otherwise we will fill open positions with underqualified candidates or positions will be left open.

Investing in housing program and opportunities will help bring and keep employees that are needed for all tiers of our health care system, not to mention their spouses/significant others who may not have as high paying jobs with benefits.

It could make us better as a whole.

It is expensive to live in this area, which is why many of us live in the Reno/outlying areas.

It is hard for young families to live in this area

It is important to have employees live in our town and I know from past experiences housing is not always available for a professional in Truckee. You make too much for low income housing and not enough for the average rents.

It will help retain employees and allow them to live in the community that they are so committed to serving

It would help young families in the area

its a community

its difficult to find places to rent for long term and very expensive to get started in the area. having the hospital backing with finding places to rent and possibly helping with start up cost could be very beneficial

maintain healthy workforce levels

Many TTUSD employees live in Reno due to housing costs. Prior to the support by TTUSD, I would need more information

My employer is in the business of educating our local youth, not housing them. However, I am in agreement with partnering with organizations that could help focus on housing teachers so they don't have to live in Reno or Carson and commute over 30 miles for a job. We need to keep our teachers and school employees in our community!

My employer should definitely invest in housing programs. So many coworkers have great difficulties finding housing in the area, and AFFORDABLE housing it's near impossible. Some people settle for less than ideal conditions and "make it work" but they are stressed, uncomfortable and unhappy, which ultimately affects their quality of life and performance at work.

My employer SHOULD invest in housing resources to help attract potential hires to the District. The applicant pool is limited in Truckee proper and housing is a major obstacle for those new to the area. The Reno housing market is also highly competitive and finding housing in a short amount of time can be stressful; anything that can help alleviate that is an added bonus and perk the TDPUD can offer as an employer to help attract new hires.

My salary does not adequately support a residence in Tahoe/Truckee as a single parent. Housing assistance in some form of North Tahoe/Truckee stipend as is done by Placer and Nevada Counties for employees living and working in the area would be very welcome. Alternatively, adjusting salaries to better accommodate cost of living in Tahoe/Truckee would also be very welcome.

Non management Wages alone do not cover housing.

opportunity for those who need it

promote affordable housing built in the local area

Retaining effective teachers and administrators is very important.

Teacher pay is low and if the district wants/ needs quality teachers they should be compensated fairly.

Teacher shortage, difficult for teachers to find housing. we need good teachers!

The cost of living in Truckee/Tahoe is extremely expensive and the wages do not keep up with these expenses. These living expenses are driven up by the tourist.

The market is impossible to find housing in, I feel TFH needs to do something or we will no longer be able to find appropriate staffing.

The town is not realistic to "affordable", why should TFHD be?

They should because we need more applicants for MA and front desk staff so that we can select higher quality applicants who would actually stay long term

They should, to bring in teachers.

this is a expensive area to live ,and by a house

to attract/ retain competent employees

To ensure the community can be maintained and cared for. If there is no where to live for lower income staff how can we employee all jobs.

To help the employees as we make to much to qualify for low income, but not enough to afford a decent standard of living in the immediate area.

To keep employees in the area

very expensive to live in area with low salary

We all benefit when educators have stable housing and can commit to staying in our district.

We need a diversified pool of quality employees

We need affordable housing for non-tourists or second home owners so that employees can live and work in their community they serve.

When employees have their basic needs cover. They will work more efficient and be reliable

With the housing market the way it is in this particular area, employer investment in housing programs would help provide stability for employees to live and stay in the area and, in theory, continue employment with the company.

Would draw a larger pool of qualified people to the area

NEUTRAL

Very difficult to maintain living expenses on teachers salary

ACTUALLY IT ALL DEPENDS

Apt complex recently tore down could have helped with employee housing.

Employer should help with temp housing and/or housing if part of compensation package, but ultimately employee needs to be responsible for themselves. Commute to Reno is not that difficult and there are a lot more options in Reno

For me personally, I lived in Truckee for a long time and then was pushed out due to high rent costs. I then moved to Reno and then was approved for a Truckee apartment complex after 2yrs on the waiting list. So having experienced both the commute and non commute. There definitely needs more resources for employees for housing. If there were more housing opportunities I feel like there be less of an issue with staffing.

high cost of living, some employees need help

I believe we should; however, given the current financial crisis and lack of support from the federal government for state governments, I believe all allocated money should be used to strengthen the learning of content and social-emotional support for all students. Once the federal government supports the states, then I can shift to this idea, which is outstanding and will benefit the health of our community.

I feel a significant wage increase that reflects the cost of living for our area would better serve the employees. RNs in grass valley make more hourly than we do and our cost of living is greater.

I feel like these sorts of offers/ assistance are always geared toward either 1st time buyers or to renters. I currently own my home but it is in very poor condition. I would be nice to see assistance for repairs and/or buying without the 1st time buyer clause

I never realized until recently (after my divorce), that this is a very tough place for a single mom to find a place to live quickly and safely. I was unable to find any resources at all and had to commute an hour on average for several months.

I think I would need more details to form an opinion

I think it is very important to let the employee make those decisions for his/her living situation

I think my employer should invest in housing resources because housing, as a percentage of local income, is too high and very burdensome to those unable to find local, affordable housing.

I think that the program would have to be fairly far reaching, which would be a challenge. I do not think that investing in just one aspect of housing is enough (ie. Rent assistance) so I think that the program would end up being expensive.

I think the district to give weight to applicants that are local.

I would need to know the details of the intent of TTUSD and offsets that would have to be considered.

If it helps to recruit and retain employees, it would be a benefit to everyone, as long as it done fairly, so that existing employees don't feel unfair advantage for others.

In order to keep well qualified employees, we need to be able to afford to work here. I work full time, and can not pay our mortgage with my entire monthley check.

In these times we should prioritize spending money on student programs and better pay for hourly personnel. Then they can decide how to best spend the money they earn.

Investments should help the school district not the individual. If we remain home and continue online teaching then some housing programs will help. I'm lucky and bought my house 20 years ago. Mortgage is not high but some aspects of my house need improvement. Like wiring, I don't know if it is in my budget to fix this summer to prepare for the fall. (esp with a laid off family member - living off of only teacher income)

It would be a nice gesture but don't think it's expected.

It's a double edge sword for both the employer and employee.

Lack of affordable housing is one of the main reasons most of the entire Tahoe Basin is short staffed. If there was some sort of guarantee or assistance provided with housing there is a higher chance of employees accepting a job offer or staying at their jobs. If the employee decided to leave the company they would have to leave the house, and I think very few people would do that unless there was an extenuating circumstance that would cause them to leave.

Many of us Need that extra support and guidance depending on the family's situation.

My concern would be that resources used to support a housing program would pull from resources needed within our schools. My employer should invest in housing programs and opportunities for employees because if they don't an entry level classified employee may not be able to live in and be a part of this community. They will be forced to find a more affordable community in which to live.

Neutral overall

New good people and locals in the area and working

Not sure of the cost and impacting the school district budget for kids learning.

Not sure.

Only if the housing programs will benefit ALL employees. I own so I don't need housing but would like to do some remodeling, especially new windows.

Selfishly - I'd love help to purchase a home but I think our first priority right now needs to be stability in a unsettling upcoming few years of budget.

should invest for those employees who need it for sure because it is very difficult at the moment to find affordable housing We bought 22 years ago and feel lucky

They should pay employees what it cost to live here. Then they wouldn't have to pay assistance programs.

This all depends on the state of our finacial abilities due to COVID 19.

This might be very short-sighted of me but I feel like the school district needs to devote resources to improving programs for students OR increasing salaries to help offset housing expenses.

Unable to give opinion due not being sure what a "housing program" is or what it would cost or look like. Are you going to build a house for an employee, for example?

WOULD NEED MORE INFO BEFORE MAKING ANY DECISIONS ON THE SUBJECT

wow! That's a loaded question. I am not sure - and I am 1 year away from retirement. So many of these questions do not apply to me.

You would need to make it equitable to all employees. There has been issues about "not being fair" when considering loan repayment (for those who already have sacrificed and paid loans off), housing and mileage in the past. This is not a new topic. If there is going to be a benefit for "some" employees and not others animosity ensues.

As a single teacher, it is virtually impossible for me to come up with a large enough down payment for the overpriced real estate here; and I cannot afford a mortgage on my own (assuming the average price of a home is as high as it is).

Because happy employees bring better results and a positive attitude. They don't get sick and don't miss workdays.

High housing prices could cause certain low paying jobs to not be filled, I believe it is a good idea.

I believe to keep good people its going to come down to this in the near future with so much uncertainties

I think they should help with rent and mortgage assistance for employees who need emergency housing in case of separation, divorce or other immediate need situations

This town is becoming more and more expensive. I have a professional job with the hospital and masters degree and the cost of living in Truckee is not feasible long term at the rate it is going. I worry about being able to stay her long term.

to keep a locally based staff, especially given difficult road conditions in the winter

NOT SUPPORTIVE

An issue with housing assistance for educators is that it implicitly says "we don't pay you a living wage to afford housing" and that is a problem. A better solution is to raise wages so that people can just afford housing on their own. We should pay people enough to afford homes in the area they work.

Assistance resources would be good but not financial

I believe the primary support should be using the Districts opportunities of efficiency of scale to provide better benefits for their employees, i.e. more affordability.

I do not know how I would feel about the investment. Never had experienced the situation with current living affordability. I am more in favor of adjusting salary to cost of living.

I'm glad our school district doesn't have the money problems I've heard of in other counties. However, I think it's already a problem to have health care tied to employment, and setting up special interest groups groups seems like crony capitalism, and I'm against that idea. It reminds me of the airport having extra tax dollars to give away to various groups. If you don't need the money for your operation, lower your tax rate and give the people their money back! :(

I'm only supportive if it makes sense. Investing 250k during a pandemic when there is a lot up in the air doesn't pass the smell test.

In order to recruit and retain high quality staff.

It is not really relevant. If it is going to take away from resources helping the students, then I would have a problem with it. I feel like we all had to make it work, and we did and our salaries are not horrible. I feel like the community should provide more low income housing for those in need, and if teachers qualify, then great, but there shouldn't be special compensation for teachers. There are a lot of other people who need it more.

It seems like we have a lot of financial burden currently happening in our district due to state education costs without adding another program to fund.

It would obviously help. Not sure it's the employers responsibility.

Mortgage assistance

Most people would rather live elsewhere. Somewhere not as expensive

Rent in this town is a stretch for professionals in Clinical positions and Non clinical positions alike. I think investing resources sounds good in theory if able to actually help ALL members of our TFHD family. Some of our population already qualify for other types of assistance like local = opportunity housing. Some of us stuck in the Middle do not qualify for any help, but also struggle to find suitable housing and still have bills like college loans to pay like everyone else. If we invest resources it should be across the board.

There is housing available in the basin.

They pay us already

TTUSD has much going on to educate and provide resources to students. To take on housing is a lot! Where would the money come from? Would it be another tax? or would funds be diverted from other areas?

whatever is done should benefit the whole. not only the few.

Where is this money coming from? It seems all of us would be better served to receive increased wages and allow us to manage our affairs as we see fit.

Commute time to Reno and cost of living in Reno are both reasonable especially considering the high wage scales at TFHD. I have known many medical professionals for he last 25 years that have made the commute from Truckee to Reno and from Reno too Truckee. And now days, the highway is well maintained and greatly improved from what it used to be. Reno is a great base for TFHD employees to commute from.

hazard pay reimbursement for those of us employees who have worked tirelessly through the pandemic and shutdown while still maintaining a positive and happy atmosphere for our patients.

I don't fee the TDPUD rate payers should be responsible to invest resources in housing programs and employee opportunities. People need to be responsible for themselves and not live beyond their means.

I very much appreciate this survey however, I chose to accept employment in the area in which I live and the costs of living associated with living in this area, etc. I also choose how I spend my income, etc. I would never accept employment to live in an area that I could not personally afford - I would live and work elsewhere. I would not want my employer to spend any resources that would take away funds from students. Another idea would be to work to reduce grocery costs in the area as this would greatly help offset expenditures as the majority of our community shops in Reno. I keep everything local, putting revenue earned in Truckee back into our community.

I'm not interested in supporting handouts. It will end up costing me more money for no benefit to me. I'm tired of paying for others mistakes.

Is this what educators/schools are for now? Are we going to spend resources, time, money, in managing this project? Is this public money? Is this part of an overall pay cut to fund this? Is the middle class going to be hit with higher taxes, more bonds? Tahoe Truckee properties are expensive, too bad! I commute to work unfortunately, and if I can, others can too. If you are going to buy property, build houses, pay rents for employees to live near work, then to be fair you should reimburse for milage, car repair, mortgage, rents too, for those employees already living in the area who spent hard earned money to buy, or who are renting or commuting from out of town. Sure, you can pay for some of my property taxes, my milage. Lastly, whose paying for property maintenance, upkeep, repairs, taxes.

It should be provided to feel to be a part of the Tahoe community and feel supported.

pay more so employees can afford housing

Should not. Location is a choice. There are and have been educators that can afford to live here. Reno has job opportunities, it is cheaper to live there, and there are plenty of people to work here---it took me five years to get a teaching position here--it had nothing to do with housing. There are teachers. Please, I do not support this at all---there are wonderful new teachers, yes, but the commute to and from Reno is NOTHING COMPARED TO TRAVELING AROUND ANY MAJOR CITY IN AMERICA---OR OTHER PLACES IN THE WORLD!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!

The health system should focus on successfully delivering superior healthcare and offering competitive wages to retain workers.

The Town is in charge of housing.

They have never worked and is a miss appropriation of funds. The cost of living is not dictated by my employer. The cost of living is a derivative of policies passed by local government making it super hard for smaller developers to build less expensive homes. If the city only makes it so multi million dollar houses are what can be built how is an employer supposed to affect that?

they should because always is hard to find employees because is hard to make it here, housing wise

They should invest to cut down on the turnover rate. Most employees travel from RENO TO TRUCKEE.

We aren't even getting end of year bonuses so I think the idea of spending more money to help people with housing, but not increase pay or bonuses just doesn't make sense. It's almost offensive after all the emails saying that TFHD is struggling financially due to COVID restrictions.

If you are NOT interested in renting from your employer, why not (TTUSD only)

Already fortunate to own our home

already own in the area

Already renting

Because earlier you asked me if I owned my own home and I said yes. I don't need to rent.

Because I already own my house.

Because I own a home and do not need the service.

Because I own my home and do not plan to sell

Because my family of 3 lives in a home less than 1000 square feet. No extra space at all.

Because one of my ultimate goals is to buy a home. And I wanted to try to do that this year or next.

Because we currently own our home

Because we currently own our home and are happy with where we live.

Because we own our house.

I already own a home in this area, but I would support this for the employees who need assistance with housing. I think it is a huge area of need in our community.

I already own a home, and prefer not to rent.

I already own my home here in Truckee and am not interested in moving.

I am already in a good situation.

I am buying a home in Reno,Nv.

I am content with my current living situation.

I believe this resource should be allocated to potential employees which represent the Latino or underserved population and then possibly other employees who are in need.

I currently own a home and would prefer to own.

I currently own my home at a good interest rate. I actually think "affordable" rent would be higher than my mortgage.

I currently own my own home

I do not need it.

I do not need this help. It is important to note I am an outlier. I have lived here for 46 years, and have owned my home since 1991. Our mortgage remains much lower than people's rent. I do not want my answers to skew what other people desperately need. That being said, if my situation were to change (let's assume a divorce) then I would absolutely be in a position to ask for help to live here and would ask for it.

I do not need to.

I DON'T AGREE WITH THEM DOING THIS.

I don't need a home

I don't need it now, we own our home, but know several coworkers that desperately do need it.

I don't think public entities should provide housing.

I don't want my employer to also be my landlord. I want market forces to drive costs, not create artificial bubbles for people who are employed by a group that gets government favors for their employees at the expense of others. I was against the "special housing for artists" garbage that happened a few years ago too.

I have a home

I have a mortgage and am fine with continuing my current housing situation.

I have my own house.

I have one

I live in a house that provides for my housing needs

I no longer want to RENT.

I own my home.

I own

I own a home

I own a home and would not be in need of this.

I own a home with substantial equity in it already.

I own my home

I own my home and commute 30 miles to school.

I own my home and love it

I own my home but I support this idea

I own my home in Nevada County.

I own my house and already pay around 30% of income for mortgage

I own my house--if I were a renter, I would definitely be interested

I own my house.

I own my own home but fully support this initiative.

I want to be able to afford to buy a home in the Truckee area. I don't want to rent anymore.

I want to remain living in Nevada.

I was recently fortunate enough to purchase a home blocks from my work site!

I would be concerned about the security and privacy of renting from my employer.

I would like to own.

I'm interested in living and supporting my self in an area I can afford without government help.

If I didn't own my home (thanks to family help) I would mark, "yes."

Just increase wages so people can buy their own housing. Having to get housing through your employer is an issue because now you are further beholden to them. What happens if you want to leave/get fired. Now it is an even larger crisis because your home is wrapped up with your job. Just pay people more.

NA

Not necessary for me, I own my own home.

Others could use the space.

Own

Own a home but could see it highly beneficial for others

own home

Own home

Respectfully, the district's funds should be focused on our students and the district is very thoughtful in bargaining and wages with what they have to give.

We already own a home

We are a 2-income family. Housing prices in the area, while high, are still within our means at this point.

We are considering purchasing a home in the next year, so this does not apply.

We currently own a home and would not want to move into a rental property; however, we are unable to currently afford a home that adequately meets our family needs.

We currently own a small home and would not be interested in going back to renting.

We currently own and would not like to rent.

We have a home in Tahoe City. This housing survey does not pertain to our current housing situation. However, if I was a new teacher in our district looking for housing, all of these ideas would pertain to me and help me to find affordable housing in the Tahoe Truckee area.

We have housing

We have lived in our house for almost 25 years and would not consider renting at this point.

We just purchased a home. But if we were renting, this is definitely something that we would have utilized.

We like being homeowners.

we own a home here

We own a home so do not need to rent. However, if I were in a position to rent, I would appreciate that option. This survey is a bit frustrating because there is not a "Not Applicable" option on many of these questions.

We own a house. But thinking of others that would so my vote going to help them.

We own our home. However, we have potential space in our home to create a mini apartment, but need the capital to remodel.

We own our home. If our situation changed I would consider it.

We own our house and I don't want to move again.

We want to own a home and not rent anymore.

We were finally able to purchase a home recently, so I would prefer not to rent again now that we own.

Do you have any additional comments or suggestions related to housing?

- Added annual expenses here: snow tires (every few years), snow removal (for some) - so many mostly empty 2nd homes and so many VRBOs and AirB&Bs when many NEED a home

1. Please continue to pursue housing acquisition--both rental and sale product--for hospital employees. 2. Please consider paying employees NOT to drive to work.

100% of my take home TFHD paycheck goes to Mortgage. I work a 2nd and 3rd job to cover food, utilities, etc and always fall short. The struggle is real living in the community even if you own a home. No suggestions :(

2k/mo student loan payment - loan forgiveness huge

A subsequent survey once material progress is made towards an executable plan, to further gauge if said plan is in line with what the target audience would act on.

Affordable housing would be amazing, especially if it was affordable because our employer made it possible. One more reason to love TFHD!

Again, I think the lack of housing and the costs of housing in this area is a big issue and it needs to be addressed.

Allowing flexible work at home schedules for employees that are able to arrange that really adds flexibility to our staffing and living arrangements, for all staff

any amt. Of help would be welcomed...monthly income of 3500.00 does not go very far in this area...loosing the ability to substitute teach and not have a roommate to help pay rent has made it difficult...thank you for your interest.

As an RN I believe I have a good and also stable job; However, as a single person with a single income, I was recently looking to purchase a home on my own - I was pre approved at \$400,000 (which is nearly impossible to find now in Truckee, especially without a cash offer from the Bay Area). The mortgage, without 20% down, after PMI and HOA fees was going to cost me \$2600/month. Simply unaffordable.

As mentioned, no favoritism or cronyism. Build strict guidelines to prevent people from profiting off any assistance such as secretly renting rooms out, or secretly commuting from outside of the area daily and renting out the entire space at a profit.

As noted with zip code I live in Reno Nv A home in Truckee of the same type/size is AT LEAST Twice as much to purchase The wages provided by TDPUD DO NOT allow for me to purchase home in Truckee Although well intended, this survey will not change this and is a waste of my time and tdpud resouces and money 1 - TDPUD needs to increase my wages 100 % OR 2 - homes to purchase need to be 50 % less IF there is some other REAL solution please advise

as of now we are actively looking to buy a home, but there is nothing in the market that we can afford. Truckee is really expensive. It would be awesome to have any kind of financial assistance.

Both my wife and I make a good wage and work in this area, we are still unable to buy a home in the Tahoe/Truckee area. Student loans are one portion of the issue, although not the largest one. Housing costs making moving unattainable currently.

Childcare, childcare, childcare, especially for infants.

Consider reviewing what Jackson Hole, WY has done with their employee housing for educators (Teton County School District). It's an excellent model and the education staff is highly supportive of the efforts, housing options, and the chance for educators to "own" homes in their community.

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

Daycare would be the biggest help to our family. The cost of daycare in the area is very high. Both my wife and I work for the TTUSD

Down payment assistance would be great!

Due to the high costs of living, despite a very good annual income, we are most concerned about the inability to save for a downpayment that would cover the costs of buying a home in the area. Most affordable houses are sold within days. Funds like the Martis fund will not qualify us due to our income despite the difficulty of saving for a downpayment.

Fortunately we own our home so this doesn't really apply to us but it could be great for others looking to stay here.

Greatly appreciate our organization taking a look at this ongoing problem for many of our employees.

Had to move to Reno 4 years ago due to lack of available/affordable rentals and affordable purchase/real estate

higher utility rates than reno. Higher property tax than NV. Higher fuel costs than NV. higher grocery costs than NV.

Housing is definitely a problem in our resort-destination community. Rent rates are very high, oftentimes higher than a mortgage, and people like me who are barely able to save any money after paying monthly bills, have a hard time trying to come up with a downpayment that won't put them on the highest interest rates for 30-year mortgages.

Housing is too expensive, too confined, too restrictive, terrible traffic plan (no plan) in Truckee

Housing was considered in my decision to come to work for TFH and as nice as it was to live near work, the area dictated other options. I did not expect my employer to provide me with a long term solution which factored so I drive the 30 miles to/from work each day.

I am a single mom and am finding it very difficult to find affordable housing in the Tahoe City area. Decent 1 bedrooms are renting for 1500-2000. I have my two boys 50% of the time. I am finding that the one bedrooms and studios are often attached to home owners or Airbnb residences and kids are not welcome. The rental situation here is not accommodating for a single mom and I'm being forced to possibly go to Reno!! Please help!!!!

I am very glad to hear that as a community the hospital as one of the largest employer, is taking an interest and actively trying to help it's employees. I think that makes it possible to have employees that are engaged more in their job if they were not so worried about housing.

I am very impressed that TFHD is considering such assistance for employees -- Thank You

I answered this speaking only for myself. I have young adult children. Some of the answers I say no to would be different if one of them were purchasing a home in town. In fact, when the time comes for them to purchase, they will absolutely need help in the form of program assistance. Again, clarifying my answers so they do not skew against those in need. Specifically, questions 9 and 19. My answer feels misleading and an "other" box would have been good for me to explain I have not had to look for a place to live in Truckee since 1991 and a lot has changed since then (my mortgage was \$800 back then and that included all taxes and insurance). If I were a young person just starting out or a young family, I could not afford to live here. The only reason we make it work is because we purchased many years ago. We could not afford to purchase here today and we have a decent household salary. We also live paycheck to paycheck, no savings, for what it's worth.

I believe that we should consider temporary housing opportunities for new employees or employees in a housing crisis along with long-term housing opportunities for employees who choose to make Truckee home.

I desire to live in Truckee, in my desired neighborhood, in an affordable home. I also do not want to feel indebted to TFHD.

I do not agree with the location choice of the planned low income housing at the top of Dollar Hill on the Highlands side. There is not nearly enough parking planned for the # of residents, and the county has not taken into account the treacherous winter road conditions on Dollar Hill. I feel there is already too much traffic with the high school in the same location. When moving forward with these projects, committee members really need to live in the area (not Roseville/Rocklin or Auburn) so they understand the different location challenges faced when planning these housing projects.

I do support subsidized housing but not sure if school district can afford it, I'd rather see it go to salary benefits so we can attract and retain teachers

I feel like our situation is better than most. I do feel trapped in our current house that is slowly falling apart from snow.

I have an in law unit that I rent. Anyway that could be rented by THF for travelers or other??

I have given back to this community for the last 25 years thinking I could purchase a home if I had a decent job in the district. Because rents are so high, gas is so high, groceries are so high and I have student loans and truck payment (you must have a reliable vehicle as a single person). I have been unable to save. Prices of housing just keeps going up and 2nd homeowner pay cash and out bid me EVERY TIME I am close to buying. Its not fair that 80% of Tahoe Donner is 2nd home owners. 80%!! My neighborhood is about the same and all our neighbors have had to move due to AirBnB, WE are no longer a community. We are a resort and money always wins. I have always been taught hard work pays off, but not in this town. We have been Aspinized. Wealth always gets what they want... fairness never plays a roll with the wealthy.

I have lived in Tahoe Truckee from 1985, so I was able to get into the housing market at a reasonable time. Most of these questions do not apply to my circumstances, but I support housing help in the area.

I have no additional comments.

I have owned/lived in my home for >15 years - answers to difficulty/cost of housing do not really apply to current housing situation.

I have several staff who struggle with housing options locally. I appreciate the hospital being involved in issue

I know that my daughter, who graduated from THS, will not come back and live/work in Truckee (even though she is married) because of how expensive it is to live here. I believe that she and her husband (a teacher) would be an asset to our

community, and I think that it's sad that they will not come to Truckee to work/live/raise a family, at some point, due to it being so expensive. We need our "kids" to return and keep Truckee feeling like a small, hometown!! Just my opinion....

I live in a family owned house, subsequently I pay well below market rent. Thus, I have been saving to purchase my own single family dwelling, but have little luck finding anything reasonable/affordable. Any local assistance for people who currently reside in the area and would like to continue doing so would be a great idea, and great help.

I live in Reno, so I just want the home prices in Truckee to fall to a reasonable level. Otherwise, I'm staying in Reno. The commute reimbursement would be nice, because I spend a fortune on gas.

I live with two other people. One is a close friend and one it not. My close friend makes \$58,000 as a landscape architect in town and I make \$76,000 as a teacher. We can pay \$600-900 in rent each, but will never be able to afford to live alone, or buy a house. Our third roommate seems to be a trustfund baby and he is a ski patroller. He has money coming in from some other source and it is limitless...and he only works 3 months a year. This is the story of most of my friends in Truckee. We all have roommates and only one friend has been able to buy a home. We all have pretty good, stable jobs (lawyer, designer, architect, teacher, tech, engineer...) but we can not afford the houses here.

I own a home but it's too small to accommodate my sons who now must work from home. I don't need financial support for housing but I need help finding space!

I personally own my own home and have no problem renting the rooms via craigs list posting at \$775/mo. I answered some other of the 'need for housing' questions from my daughter perspective who wants to move back to the area.

I see a lot of questions and comments throughout this survey about employee community housing, renting, controlling employee housing sales prices, and condominium ownership. But I feel like those solutions are not what employees are seeking. I believe a household with two adults each working 40 hours a week should be able to afford a stand-alone house in a regular neighborhood. And if they cannot find that in our community, they will seek it out in other communities. Thank you so much for addressing this issue. While my family feels secure in our housing situation, I know some of my coworkers are not as fortunate. Without a doubt their housing insecurity takes a toll on their quality of life. I really hope TTWHA comes up with some great solutions for the Truckee employee housing crisis.

I strongly believe this program could be a great opportunity for many employees at Tahoe forest and I hope to see it go through soon!

I think employees living so close to other employees could feel like an invasion of privacy and increase work drama.

I think housing assistance and student loan forgiveness are huge benefits that would only help our organization grow.

I think my family found housing at a good time and were lucky to find a house that we could afford to purchase. I think that if either my or my husbands employment situation changed it could be tough for us to afford the mortgage. In that situation a mortgage assistance or loan program through the employer could be of interest. While we are happy with our current situation, I could see the need for a larger house in the future. Again, at that time an employer assisted program may be of interest.

I think the Tahoe area in general should make it easier/encourage homeowners to add in-law type units that are affordable. It is a good way to provide affordability in a dispersed manner.

I was able to buy a house last year with help from friends who provided private financing with almost 0% down. I renovated it myself and moved into the mother in law unit I created. I am renting out the rest of the home to locals in need. I would really like to see a program that would help our local community buy affordable single family homes. I am living in a 400sqft with no real kitchen. Paying 600/month.

I was fortunate to purchase a home early in my career which allowed me to buy/sell my homes allowing growth to our current home. I don't feel this is a realistic path in our current housing situation for young healthcare workers.

I will be needing to sell my home of 25 years due to the rising taxes and insurance in Truckee. I am looking for a more affordable living situation with my house mate who is also an employee of TFHD.

I would love for a housing program to become a reality. It would be beyond great to have a place of my own to provide a home to my kids without having to worry about having to move again.

I would love to have any assistance to buy a home!

I would really love for something to open up for me. This is the perfect opportunity to solve my current issue and came at the right time.

I very much would be interested in employee housing. My boyfriend and our 11 month old daughter currently live in Portola. I work full @me at TFHD and have to commute after working night shift. We have been looking for housing for over a year now. Please think of me in the future for employee housing

I, personally, am in a very good situation. I bought my house 25 years ago. But, I feel very strongly that the community needs to increase affordable housing in the Tahoe Truckee area so that our kids can afford to live and raise their families here

too. Additionally, the percentage of income that lower income residents must pay towards housing is much too high and puts undue stress on the person and family. Thank you for working on this issue. We really appreciate it!

I'm confident about our mortgage payment, but my wife/accountant handles our bills!

I'm not going to fill out this page as it does not apply to me.

I'm not interested in policies that contribute to the continuing overgrowth of this town.

I've never heard of an employer facilitating any kind of housing program for its employees like this; I think it's very original and exciting and would benefit many employees here at TFHD.

If there were options like this in the past I definitely would have taken advantage of them. I am now purchasing a home in Reno for way less than renting Truckee and driving 40 minutes to and from work. We sleep less and get home late but I am proud to own a home. I know a lot of my fellow employees would benefit from this help.

If we made more money, perhaps we could afford the high prices of rent here in the Tahoe basin. I know this year has been crazy, however I know that in places in the Bay where housing prices, rental wise, are comparable to here, the classified employees make way more money than we do..... just sayin

If we truly want to build relationships with our students and our families we need to be a part of the community we work in!

If you want to attract the best and the brightest. If you want teachers that are invested in our community. The TTUSD will have to go "all in" to make that happen. Half hearted actions will result in half hearted results.

In order to recruit and retain new staff and young teachers the town needs to do something so young people can afford to live here. Also, the town will die if they don't fix this. I've seen the same thing happen in Napa 35+ years ago. Dropping enrollment in schools, the maternity ward closing due to a ZERO birth rate...it was a real crisis. They implemented some great housing programs that actually helped my younger brother, his new wife, and baby own their very first home. It can be done, we just have to decide who we want in this town. Wealthy people and infrastructure staffed with people who are bussed in from Reno, or a real vital community with people of all ages and socioeconomic levels. Frankly, I vote for the second...that's the town I came here for back in 1993. Truckee was a working class, family oriented community with a vital work force. Now, I stay in my little niche, rarely go downtown, and hardly recognize my home town. My adult children wanted to live here, all are professionals, college educated, and have blessed me with 5 grandchildren. None of them could afford to buy a home here (even with a healthy \$600K budget) and put their children in our schools. So they all moved away and took their families to other communities.

Incentives for homeowners to rent long term to district employees instead of short term rentals would be great. We have several neighbors who might be interested in participating.

increase wages to match the local economy

Interested in buying - renting is not my long term goal. Affordable rental options seems more attainable for an employer than providing options for affordable home purchases, so I'm not sure what I would expect TFHD to do.

Is there room to tax our luxurious properties such as Lahonton and Martis Valley and then use that money toward liveable trailers in Donner Creek Mobile Home Park? I am also quite concerned with the living standard of families we are willing to ignore in our community.

It is going to be hard to stay with the wonderful TTUSD with the expense of housing in the Truckee Tahoe area. I hope that this organization can help employees get affordable housing to own.

It is imperative that housing for local workers is affordable

It is not right for some employees to get assistance for housing when many of us do not need the help. Pay everyone more and then people can use the money as they wish. Or, pay hourly employees more and keep teacher salaries the same. Or, freeze or reduce pay for administrators.

It may be important to consider the student loan burden of those in health care when crunching these numbers. Most people I know that work in healthcare have substantial student loan debt. I know nursing students earning ADN's that are taking on \$50-60k in debt just for tuition. That does not include living expenses and that is just for an associates degree! They may eventually make a good wages as a nurse, but they still can't afford a house because they are paying off their loans for years.

It's impossible to find housing that allows dogs. I am actually not supposed to have them on my lease so had to say they were my parents and I dog sit them. Founding a place that isn't a total dump that doesn't take my whole paycheck is also almost impossible to find. I shouldn't have to find a place in Reno and have to commute and hour just to find affordable housing.

It's unfortunate that folks are shut out from purchasing a starter home in their community.

Just that I appreciate that some one is at least looking into this.

Like all things, we make choices as to our priorities and how we spend money. If it not a benefit to all employees, it's probably a bad idea. Employer owned housing for employees who work full time for the district with strict rules as to who can live there

and no longer available if the employee terminates from the district. Like college dorms, if you are no longer a student, then you no longer live here.

Lower the pricing so our whole paycheck doesn't go to rent per person, updated appliances, washer and dryer in unit, lo term renting so you're not constantly moving

Many other towns in ski resorts around the U.S. have deed restricted neighborhoods for local, year-round residents. These home are less expensive and have capped sale prices to insure other locals can afford to buy them. Areas around the Tahoe Basin including Truckee should really be offering this. At the moment, locals are completely priced out of the housing market. More RV and trailer parks are not the answer for locals. Developers and the Town can surely come together for a deed restricted housing community option.

More safe bike trails and side walks for commuting

Must have a 2 car garage

My answers may be quite different as I have lived in my home for 40 years, I own it, it is almost paid for and I really like where I live. I have no children.

My answers related to personal housing and financial needs and concerns are quite different than a young family. Your suggestion of a deed restricted home would be incredibly wonderful for younger families so that our community can continue to live here and thrive. Thank you

My current rent is very low compared to the average in town so our current living situation is great. However, if that living situation were to stop we would be hard press to find a 2-3 bedroom house that is less than 25-30% of our take home pay. We are saving for a down payment on a house and we are first time home buyers. We will most likely have to start off in Reno with how expensive it is to buy (and build) homes in Truckee. The idea of down payment assistance is attractive but not if that means signing up for some house that can only go up in value by 3%...that's horrible and it doesn't even sound like home ownership! I would rather take my down payment and buy a dump in Reno that isn't regulated by a deed! If the airport goes down this road it would be a huge disappointment. I am sure most people who are working on this affordable housing committee/organization are all home owners and non of them would ever want to buy a house that can only go up by 3% in value.

My daughter works part time but will be going to nursing school and will not be working while going to school. She brings in 20,000 a year so it will only be my salary after this year.

My family does not need assistance, but I would love to see others benefit from housing assistance. At one time, I struggled to find housing in this area, so I know it is an issue.

My husband and I purchased our house in Tahoe several years ago, and feel very fortunate. Many of our friends have been priced out of the market completely. Workforce housing is certainly something that is needed in order for our community to maintain sustainability.

My ideas to make housing communities (like apt building type thing) affordable and fair and open to some community members: 1) Sliding scale rent - so people with a variety of incomes can live there to diversify tenants 2) Discounts for employees but open to community members 3) Have a minimum percentage of units that are reserved for employees (ie: 50-60%), and if those units can't be filled, then the leftover ones can be rented on a month by month basis to always leave the option for opening it up to employees when the need arises. Also, separately, on a personal level, I LOVE the idea of assistance with home renovations. We will need to add on to our house soon (or move if we can't - or can't find a larger home), and it would be so helpful to receive assistance with that so we can continue to stay in this community that we love.

NA

needs to accommodate my disabled husband as well as my dog(who is extremely important to our family).

no

No

No apartment complexes please!

No, thank you.

No.

No.

no. We purchased our home over 20 years ago... Before I started working for the district. But I see the problem with the housing shortage. My children could never afford to buy a home in the area...

Not at this time.

older workers have less discretionary income as they exercise catch up allowances and maximum contributions to retirement plans.

Or even loan assistance would be a nice benefit.

Other cities give service workers help. Essential workers need support. Nurse, fireman, police, highway patrol, teachers. Its also nice for us to live near eachother versus seasonal employees who have different values and hours of sleep etc. Garages with a roof that slants so snow doesn't pile up. Student loan payoff helpful a lot of MA degrees up here

Our childcare is almost as much as our mortgage if they had a child care stipend or helped pay for child care that would be the most beneficial for our family at this time.

Our community desperately needs affordable housing. The number of people that work in Truckee but live in Reno is a detriment to the environment and to our community.

Pay employees better to afford housing

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

Please add an option for zero bedrooms. I currently live in a studio, but had no way to input that answer.

Please consider childcare assistance or having a TTUSD childcare. This would help SO many employees and would help cost of living

Prices out of touch. 1800 for 2 bed apartment is ridiculous. But people desperately fighting for those opportunities.

Provide it for those who truly NEED it. And please please please be aware of people who will take advantage of this,Â having more people live in one house/apartment that shouldn't be there (inviting friends/roommates, extended family- cousins, great uncles, grandparents, god children, etc). Some people like to take advantage of situations or opportunities like this and invite everyone to live with them, so they pay little to nothing when the rent is split between that many people. That creates more cars, traffic, people, noise, etc.

sometimes the difficulty in finding a place is because there are multiple people applying to rent or buy and someone else may get chosen over you getting a place if and when you find something suitable

Take into account the cost of living here. Some of us make lots of money on paper, but when we take away the bills, the gas, the needs we need to pay each month, what we have left is nothing so we are on the verge and are living paycheck to paycheck.

TAXES are Killing me

Thank you for all your efforts and considerations!

Thank You for considering this. Housing is the most important consideration in our future, near and far.

Thank you for looking into housing assistance for employees, it would be wonderful to see more income driven housing opportunities for integral members of the healthcare system and community. I look forward to hearing more about this in the future!

Thank you for looking into this

Thank you for looking into this!

Thank you for supporting local, achievable housing

Thank you for this survey and for taking the time to survey your employees/TTUSD community.

thank you!

Thank you!

Thanks for taking the time to do this, I love working for an employer who cares and is trying to make a positive difference to a very real struggle for many in this town

the community needs housing for young families that are working with good child care that is affordable

The cost of living is much more than rent, etc. Everything cuts into an individual's budget...gas, food, basic items you may need to purchase locally. Fixed costs are a portion of the problem but the Gross income statistic skews the actual reality of life in this region...when simply compared to the amount of rent and utilities.

The housing costs have always been so high for this area due to tourism, second home owners, and weather extremes. Not for the "mild or meek" is what we joked about for years as locals. Helping TTUSD employees get a start would be huge in keeping them.

The housing prices are reflective of Bay Area income and demand. Though we feel comfortable with our salaries, it is not reflective of our ability to be in the market Competitively and purchase a home big enough for our family.

The initial thought of housing assistance sounds appealing, but I am really concerned with how this would play out in practice. Other developed nations that have something similar have created conditions where getting out from under this program would be challenging. Fundamentally, a program like this is likely to go the way of food stamps, and federally funded housing efforts, which is defunding and a vicious cycle of instability. And from a standpoint of employer involvement in my life, I don't want them having my business information, and having my bank account information, and being dependent on them for health insurance, and now being dependent on them for housing assistance. This just sound like a workforce manipulation/coercion/benefit reduction scheme waiting to happen.

The only reason it does not affect me is that we bought our house 20 years ago.

The only reason the cost of my mortgage is so low is because we bought in 2012 when housing prices were at their lowest. Now, there is no way we would be able to afford the house we live in making our income. This is a huge problem for those needing a place or buy or rent in today's market. Our community needs to do something for those in need.

The primary reservation of moving from Nevada to California is in the event of changing employers in the future - most opportunities are in Reno/Sparks. If I moved to Truckee and took a Reno job, I'd still be on the hook for California taxes. Not at all planning on changing employers and love it here though.

the situation in the greater truckee area is desperate for affordable housing. the cost of living here is higher than most area's. It really is becoming an area only the wealthy can afford.

There are more costs associated to owning my home than those listed in question 27. Property Taxes, Insurance, Monthly maintenance and/or snow removal, Large scale maintenance (kitchen, bath, decks, exterior stain, flooring, composition roof shingles, appliances, etc.)

There has been an excessive amount of turn over of employment in the last two years. Many of these are due to hiring people that did not like the winter environment or that were unable to afford the area.

things could change this year with my partner out of work

This is a critical issue which I hope can be addressed. We have had candidates turn down job offers due to the high cost of housing. Thank you for the opportunity to provide feedback.

This is critical right now as we are seeing an increase in population. People who can work remotely are moving up here every day. It is near impossible for a new teacher and staff to get in the market. Housing will be critical for TTUSD to maintain a consistent workforce. Thank you for looking into solutions.

This questionnaire would have been so on topic a year ago. We lost everything we owned over 10 years ago due to the market in 2007-2010. My husbands business - Mortgage Brokerage went bankrupt. We lost everything - just this last year with the help of my mother we were able to own a home again. She gifted us the down payment. We were renters for over 13 years in this community. It was terrible - landlords asking us to move due to selling their condo, parking issues at the condo due to downtown visitors, renting a house in Glenshire that we had to spend 6 weeks cleaning due to drug activities from prior renters, and then NOT being able to control the increase of rent even after we spent our own money cleaning and repairing the house. We were slaves to our landlord!! It was terrible!! I feel so blessed to have our own home again!! Teachers need support and we need housing to work and live in this area. The commute from Reno is dangerous and crazy during the winter. I now just want to keep my job and not lose my home to this Covid possibility of layoffs and such!!! As a community member for over 21 years I have seen it all! I just want this community to support its real workers! NOT just the visitors and NOT just those that work virtually on a regular basis. We are the community - we are what makes this town REAL! We need housing for our workforce!!

This survey asks questions that are none of your business

This survey does not seem to be relevant to those of us who currently own our home... therefore the data isn't valid.

Those people, like us, that bought our homes before prices went to the current level, are at a huge advantage compared to those that might be trying to buy now, but cost of living is still very high. We could not afford to buy a home in this community now. Thank you for looking for options to help our community find balance.

Time, dollars, and other resources should not be put into long term employee housing. Dynamic recruitment to find employees that want to work at TFH is the key. Staff is well paid and work under one of the most positive environments in health care that anyone could ask for especially when compared to other places to work in Reno. And, the commute to or from Reno is reasonable. I have known many people through the years that have safely and effectively had an awesome career that involved this commute. The number of homes or apartments needed to house employees in the Truckee area is too large compared to the affordable development of housing In what has become a very expensive and limited place to live. TFHD would be better to buy a bus that could bring employees from and to Reno on a set schedule. TFHD \$ need to be invested in developing our health care campus, not employee housing. Thanks for this survey.

Unsure of annual gross income as I live with 3 unrelated roommates but that is my best guess. Really glad Tahoe Forest is recognizing this need, my significant other is a Teacher at the local high school and we both find ourselves struggling to

decide to remain living here because of the housing crisis local residents struggle with. I think forming a coalition within the hospital and other larger institutions in this area to help bring some of these ideas to local government would also be really helpful. There needs to be restrictions on vacation rentals, air bnbs etc.

We are a two income household, which makes it more affordable to live in the area. However if for any reason I were to have to find housing on my own, I know it would be a struggle both financially and because of low inventory in the area. I feel some employees could greatly benefit from housing programs such as the ones outlined here.

We are all in such terrible times regarding finances. A neighborhood that was designed for school teachers would be ideal for so many reasons. A community within a community, would be ideal.

We are lucky in the fact that my husband and my salary combined allows us to have the financial means to afford a home in Truckee. However, I would say that is not the case for the majority of people that work at Tahoe Forest. I think it is very important to provide some sort of affordable housing.

We are very lucky to own a condo, but I am frustrated that I cannot move to a home, because it is out of our financial ability.

We can't afford to take vacations beyond camping with this level of income. We can pay all bills currently.

We have been trying to buy a home for several years, but the prices are very high for even a "fixer-upper". Homes are purchased by people from out of the area as Air BNBs or vacation homes. Locals don't have a chance because they come in with cash and pay above asking price.

We live in Reno and both work in Truckee and kids attend Truckee schools.

We lived in potentially the grossest two bedroom home available within the town of Truckee, and it was disgusting upon move-in. The landlord provided very limited assistance with making it livable, as they know that they can find other desperate renters. We invested hundreds in supplies and sweat equity to literally make it habitable. We were fortunate to be able to move and purchase our own home within about 10 months, but the conditions were fairly deplorable in this rental, and this is exactly what this town offers to people within a given price point (sub \$2000/mo rental). The hospital needs to understand that it is exceptionally difficult to find housing here.

We moved here before housing was expensive. We bought our home in 2000. I do think housing costs are too expensive for new/ younger teachers to afford living in this area.

WE OWN OUR HOME WITH NO MORTGAGE

We should get a housing stipend like other Placer County employees get for living in the Tahoe Truckee region.

what about property taxes and insurance...

While housing for employees is important, TTUSD needs to consider that long time employees may not need these benefits, so how can long term employees be honored for longevity? Pay scale currently is high for first year employees, but 20+ years see no increase in pay.

While I appear to make enough money, I have children in college. I also have extra expenses to pay for elderly parents and medical.

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

you should ask/include how much one pays in debt- loans, cc, etc. a month

You will never be able to fix this from an employer. This is a city problem. They opened up "affordable housing" that was a one bedroom or studio for 1500 a month.... This aint cheap and when I went to look at it, I was told I make too much and don't have any other special circumstances that would allow me to live there. You will see increased churn rates in all your employers. This is a transient town where most people work multiple jobs and can hardly afford to even get groceries here. Unless there is some significant changes to city policy you have no chance of fixing this.



TFHD Employee Housing Survey Highlights

Demographics, Housing and Employment:

- Differences by TFHD employee classification include:
 - Non-clinical employees are more likely to rent their home (51%) than clinical employees (34%). Non-clinical employees also had more difficulty finding housing (54% very difficult or still searching) and are less satisfied with their housing (26% dissatisfied).
 - Non-clinical employees have lower household incomes (\$101,000 on average) than clinical employees (\$141,000 on average) and are more likely to be cost burdened by their housing payment (32%). Twenty-five percent of non-clinical employee households fall below the Nevada County 80% AMI level compared to 11% of clinical employee households.
- Of the 21% of TFHD employee that are dissatisfied with their housing, units being too small (53%), too expensive (43%), too far from work (36%) and renters preferring to buy (39%) are the primary reasons for dissatisfaction.
- Twenty-percent of TFHD employees have children under 6 years old in their home and 30% have older children. TFHD households spend an average of \$697 per month on child care. Child care support is of interest to these households, along with tutoring/home schooling assistance under current COVID conditions.
- Eight percent of TFHD employees plan to retire within 5-years, which is slightly lower than for TTWHA employees overall (11%). The vast majority of retiring employees own their homes and have stable, satisfactory housing within the Truckee area. Most new employees will not be able to purchase in the area. *See TTWHA report, pp. 15, 38.*

Commuting:

- Forty-nine percent of TFHD employees do not live in the Truckee area (i.e., in-commuters). This includes 28% in the Reno/Sparks area and 15% in other Lake Tahoe areas. The percentage of TFHD employees commuting in from the Reno/Sparks area has increased an average of one-percentage point each year since 2010, with a respective decline in employees living in the Truckee area. *See TTWHA report, p. 12.*
- Of TFHD in-commuters, 46% would prefer to live in the Tahoe Truckee area, which is similar to TTWHA in-commuters overall (44% would prefer to live in the Tahoe Truckee area). A slightly higher 48% of TFHD in-commuters living in Reno/Sparks would prefer to live in the Tahoe Truckee area.

COVID-19 Impacts:

- Fifty-two percent of TFHD employees had COVID adversely affect employment in their household. Clinical employees (55%) were slightly more affected than non-clinical (49%). Of TFHD employee households experiencing reduced employment:
 - 40% feel they can cover living expenses for 6-months or more if employment conditions do not improve; and
 - 34% feel they will need assistance within 3-months absent improved conditions. Non-clinical employees are more likely to need near-term help (45%).

Considering Leaving Employment:

- A similar percentage of TFHD employees are considering leaving their employment in part due to the high cost of housing in the area (15%) than TTWHA employees overall (16%). About 27% are “undecided.”
 - Non-clinical employees expressed stronger interest in leaving (18%) than clinical employees (13%).

Programs:

- Seventy-five percent of TFHD employees support their employer investing in housing programs and opportunities for employees – similar to TTWHA employees overall (73%). About 8% are unresponsive.
- Based on potential program participation:
 - TFHD employees expressed the highest interest in renting from their employer (29%) than other TTWHA employees overall (25% overall). Non-clinical employees were the most likely to want to rent from their employer (34%).
 - The percentage of TFHD employees that would consider purchasing a deed restricted home (33%) was similar to TTWHA employees overall (31%). Again, Non-clinical employees expressed the most interest (39%).
 - TFHD employees expressed similar interest in all programs than TTWHA employees overall, with non-clinical employees generally showing more interest than clinical in most programs.

Of housing programs, monthly housing stipend (3.5 average on a 5-point scale), down payment assistance (3.4 average), and home repair/renovation assistance (3.3 average) were of most interest.

Of other types of programs, mileage/commute reimbursement (3.7 average on a 5-point scale), moving expenses/relocation assistance (3.1 average) and student loan forgiveness (3.0 average) were of most interest.

Employee Housing Needs and Preferences Survey - TFHD

1. What type of position do you hold with the TFHD?

Inserted for reference – TFHD data was weighted by broad job type to coincide with records from the human resources department to ensure responses better represent employees as a whole. TFHD reported a total of 1,036 employees in June 2020.

	TFHD #	TFHD %	Weighted %
Both	15	3%	3%
Clinical	253	56%	49%
Non-clinical	183	41%	48%
Grand Total	451	100%	100%

CLINICAL jobs	#	%	NON-CLINICAL jobs	#	%
Clinical management	34	13%	Admin (coordinators, analyst, IT, scheduling)	75	38%
CNA, MA, CMA	35	13%	EVS, facilities, dietary	14	7%
MD / mid-level	22	8%	Non-clinical management	27	14%
Other - Write In	50	19%	Other - Write In	31	16%
RN, LPN	90	34%	Patient access/PT registration	51	26%
Tech	37	14%	-	-	-
Grand Total	268	100%	Grand Total	198	100%

Term of position:

	#	%
Full Time	318	71%
Part Time	93	21%
Per diem	31	7%
Contract	4	1%
Temporary	3	1%
Other	1	0%
Grand Total	450	100%

2. Please provide the zip code where your residence is located:

N=452	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Other	0%	0%	0%	0%	0%
Other CA	7%	4%	5%	4%	4%
Other Lake Tahoe area	33%	21%	8%	15%	19%
Other NV	0%	1%	2%	1%	2%
Reno/Sparks area	20%	23%	34%	28%	21%
Truckee area	40%	52%	51%	51%	54%

3. Which of the following best describes your household?

N=452	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Adult living alone	0%	11%	10%	10%	10%
Couple with child(ren)	54%	40%	38%	40%	44%
Couple, no child(ren)	24%	28%	26%	27%	26%
Immediate and extended family members	6%	4%	7%	6%	6%
Single parent with child(ren)	0%	7%	10%	8%	8%
Unrelated roommates	0%	6%	5%	5%	5%
Other	6%	2%	2%	2%	2%

4. Within which age categories do household members fall?
(Check ALL that apply)

N=452	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Age 5 or younger	36%	20%	19%	20%	20%
6 to 17	30%	26%	34%	30%	30%
18 to 29	30%	23%	31%	27%	31%
30 to 64	66%	81%	73%	77%	73%
65 and over	6%	8%	7%	7%	6%

5. How many people live in your household? (Circle one)

N=448	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
1	0%	10%	9%	9%	9%
2	33%	37%	32%	35%	33%
3	13%	23%	23%	23%	24%
4	33%	22%	22%	22%	24%
5	7%	6%	8%	7%	7%
6+	13%	2%	6%	5%	4%
Average	3.6	2.9	3.1	3.0	3.0

6. Do you have pets?

N=452	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Yes	67%	76%	75%	75%	76%
Dog(s)	90%	85%	85%	86%	86%
Cat(s)	20%	32%	26%	29%	31%
Other	20%	11%	9%	10%	12%

7. Do you own or rent your home?

N=450	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Other	0%	0%	1%	1%	1%
Own	60%	66%	48%	57%	61%
Rent	40%	34%	51%	42%	38%

8. In what type of residence do you live?

N=452	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Apartment / Condominium / Townhome	13%	13%	23%	18%	17%
Caretaker unit	0%	1%	1%	1%	1%
Duplex/triplex/fourplex	0%	2%	2%	2%	2%
Mobile home	13%	0%	7%	4%	3%
Single-family home/cabin	73%	79%	66%	74%	77%
Other - Write In	0%	2%	1%	1%	1%

9. How many bedrooms are in your home? (Circle one)

N=440	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
0 or 1	7%	10%	7%	9%	9%
2 bedrms	36%	19%	26%	23%	21%
3 bedrms	50%	50%	46%	49%	49%
4 bedrms	7%	19%	18%	18%	19%
5+	0%	2%	3%	2%	2%

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

N=445	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
I have yet to find such housing	0%	2%	6%	4%	4%
Not difficult	7%	20%	18%	19%	19%
Moderately difficult	47%	42%	27%	35%	34%
Very difficult	47%	36%	48%	42%	43%

11. Which choice best describes your satisfaction with your current residence?

N=450	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Very Satisfied	40%	57%	38%	47%	48%
Somewhat Satisfied	20%	28%	36%	31%	32%
Somewhat Dissatisfied	33%	10%	19%	15%	14%
Very Dissatisfied	7%	5%	7%	6%	6%

12. If somewhat dissatisfied or very dissatisfied, why? (Check all that apply)

N=93	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Too small/overcrowded	83%	54%	50%	53%	52%
Too expensive	33%	41%	46%	43%	48%
Too far from work	33%	28%	42%	36%	29%
Not in desirable location	0%	18%	21%	18%	17%
Pets not allowed	0%	5%	4%	4%	5%
Needs repairs/poor condition	17%	26%	21%	22%	27%
Too far from transit	0%	5%	4%	4%	4%
Currently rent, prefer to buy	50%	36%	40%	39%	40%
Other	0%	15%	10%	11%	12%

13. How has the COVID-19 outbreak affected employment of members of your household?

N=450	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
No change OR	53%	45%	51%	48%	47%
Work hours reduced for some/all household members	40%	41%	32%	37%	32%
Some/all household members have been temporarily laid off	7%	15%	21%	18%	17%
Some/all household members have been permanently laid off	0%	2%	5%	4%	3%

14. If household members lost part or all of their employment, how long can you sustain your housing and other living expenses under reduced employment status?

N=235	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Less than 3 months	29%	25%	45%	34%	31%
3 months to 6 months	29%	28%	24%	26%	26%
6 months or more	43%	47%	31%	40%	43%

ABOUT YOUR EMPLOYMENT

15. How long have you worked for your TTWHA employer?

N=430	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Less than one year	23%	16%	13%	15%	12%
1 to 2 years	15%	12%	18%	15%	13%
2 to 5 years	8%	26%	31%	28%	27%
5 to 10 years	15%	15%	16%	15%	18%
More than 10 years	38%	32%	21%	27%	30%

16. When do you plan on retiring?

N=452	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Within 5 years	7%	9%	7%	8%	11%
6 to 10 years	7%	17%	14%	15%	17%
More than 10 years	87%	74%	79%	77%	72%

17. Please rate the level to which you agree or disagree with the following statement:

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

N=451	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Strongly Agree	0%	3%	5%	4%	5%
Agree	13%	10%	13%	11%	11%
Undecided	27%	23%	32%	27%	25%
Disagree	27%	29%	25%	27%	28%
Strongly Disagree	33%	35%	25%	30%	32%

HOUSING AND PROGRAM PREFERENCES

18. Within the next five (5) years, would you prefer to:

N=442	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Stay in your current residence	33%	48%	32%	40%	43%
Move into a new or different home in the Tahoe Truckee area if suitable housing were available that you could afford to buy or rent.	60%	43%	53%	48%	45%
Move into a new or different home outside of the Tahoe Truckee area.	7%	10%	15%	12%	12%



Why are you not interested in moving into a home in the Tahoe Truckee area? (select all that apply)

N=52	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Too expensive/cannot afford	100%	52%	61%	58%	53%
Prefer to live in a different community/area	0%	11%	27%	21%	17%
Other	0%	37%	12%	21%	20%

19. Please indicate which of the following types of help with housing you and your household would have an interest in, if available? (Use a scale of 1 = "Would not consider" to 5 = "Would definitely consider")

N=409 to 428	Both	Clinical	Non-clinical	TFHD Total	% unsure	TTWHA Total
Down payment assistance to buy a home	4.1	3.3	3.4	3.4	8%	3.6
Assistance with security deposit/first month rent	3.1	2.4	3.0	2.7	11%	2.7
Monthly rent or mortgage stipend	3.5	3.4	3.5	3.5	6%	3.5
Homebuyer education and/or financial counseling	4.2	3.1	3.1	3.1	7%	3.2
Home repair/renovation assistance	3.5	3.4	3.1	3.3	8%	3.6
Utility payment assistance	2.8	3.0	3.0	3.0	6%	3.1

20. In which of the following other types of assistance would you or your household have interest, if available? (Use a scale of 1 = "Would not consider" to 5 = "Would definitely consider")

N=409 to 428	Both	Clinical	Non-clinical	TFHD Total	% unsure	TTWHA Total
Mileage/commute reimbursement	4.0	3.6	3.7	3.7	4%	3.6
Free transit pass	2.1	2.2	2.1	2.2	9%	2.4
Child care support	3.2	2.4	2.5	2.5	11%	2.8
Student loan forgiveness	3.5	3.0	3.0	3.0	9%	3.1
Moving expenses/relocation assistance	3.1	2.9	3.3	3.1	8%	3.1

21. Are there other types of assistance that you would consider that are not listed above? See comments in Appendix

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

N=441	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Very supportive	60%	53%	59%	56%	53%
Somewhat supportive	20%	23%	16%	19%	20%
Neutral/No opinion	7%	18%	17%	17%	18%
Somewhat unsupportive	7%	3%	2%	3%	4%
Not at all supportive	7%	4%	6%	5%	5%

Why do you feel your employer should or should not invest resources in housing programs and opportunities for employees? See comments in Appendix

23. If your employer invested in either purchasing, building or master-leasing rentals in the Tahoe Truckee area to lease to employees at rents affordable for your household (i.e., paying no more than 30% of household income for rent), would you be interested in renting a home from your employer?

N=427	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Maybe/would like more information	33%	28%	30%	29%	28%
No	40%	48%	36%	42%	47%
Yes	27%	25%	34%	29%	25%

IF YOU ARE OR MIGHT BE INTERESTED IN RENTING FROM YOUR EMPLOYER: (respond to Q23 – Q25)

24. Would you be interested in renting a home in (Select ALL that apply):

N=244	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Truckee area	89%	90%	92%	91%	87%
Kings Beach area	33%	38%	25%	31%	30%
Incline Village area	22%	34%	22%	27%	22%
Tahoe City area	33%	51%	27%	38%	40%
Other Placer County	0%	10%	5%	7%	6%
Other Nevada County	0%	14%	9%	11%	9%
Other	11%	6%	8%	7%	6%

25. How many bedrooms would your household need?

N=242	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
1 bdrm	0%	14%	16%	15%	13%
2 bdrm	44%	44%	36%	40%	38%
3 bdrm	44%	36%	36%	36%	40%
4+ bdrm	11%	7%	11%	9%	9%

26. What maximum monthly rent (excluding utilities) would you be willing to pay for your needed bedroom size?

N=238	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
\$500 or less	0%	1%	2%	1%	1%
\$500 to \$599	0%	2%	4%	3%	2%
\$600 to \$699	0%	2%	3%	2%	2%
\$700 to \$799	0%	6%	4%	5%	4%
\$800 to \$899	0%	7%	8%	7%	6%
\$900 to \$999	33%	7%	10%	9%	8%
\$1,000 to \$1,249	22%	23%	11%	18%	18%
\$1,250 to \$1,499	22%	18%	25%	21%	21%
\$1,500 to \$1,749	11%	20%	11%	16%	18%
\$1,750 to \$1,999	0%	5%	16%	10%	10%
\$2,000 to \$2,499	0%	5%	6%	5%	8%
\$2,500 to \$2,999	11%	4%	1%	3%	3%
\$3,000 or more	0%	1%	0%	0%	0%
AVG prefer to pay	\$1,303	\$1,357	\$1,342	\$1,348	\$1,389
AVG able to pay	\$2,373	\$2,463	\$1,841	\$2,172	\$1,900

27. Would you have interest in purchasing a deed restricted home in the Tahoe Truckee area?

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

N=423	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Maybe/would like more information	40%	31%	35%	33%	31%
No	33%	42%	26%	34%	38%
Yes	27%	27%	39%	33%	31%

IF YOU WANT TO OR MIGHT WANT TO PURCHASE A DEED RESTRICTED HOME: (respond to Q27 – Q31)

28. Would you be interested in purchasing deed restricted home in (Select ALL that apply):

N=273	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Truckee area	90%	87%	93%	90%	88%
Kings Beach area	30%	42%	30%	35%	35%
Incline Village area	30%	36%	28%	31%	25%
Tahoe City area	30%	50%	32%	40%	42%
Other Placer County	0%	15%	6%	10%	8%
Other Nevada County	0%	16%	10%	12%	11%
Other	0%	5%	7%	6%	5%

29. How many bedrooms would your household need?

N=266	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
1 bedroom	0%	6%	5%	5%	5%
2 bedroom	10%	32%	29%	29%	28%
3 bedroom	90%	51%	50%	52%	54%
4+ bedroom	0%	11%	16%	13%	12%

30. What type of home would you consider?

PLEASE RANK UP TO 3 CHOICES by inserting the number "1" for your first choice, "2" for your second, "3" for your third.

FIRST CHOICE (N=270)	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Single family home	56%	87%	84%	85%	87%
Tiny house (less than 600 sq. ft.)	11%	3%	3%	3%	3%
Townhome/Duplex (two-story, no one living above or below)	0%	4%	6%	5%	4%
Condominium (stacked-flat style, one-story)	0%	3%	4%	3%	4%
Manufactured home	22%	2%	2%	3%	3%
Other	11%	0%	1%	1%	0%

SECOND CHOICE (N=249)	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Single family home	14%	4%	7%	6%	4%
Tiny house (less than 600 sq. ft.)	14%	17%	8%	13%	12%
Townhome/Duplex (two-story, no one living above or below)	43%	56%	56%	55%	57%
Condominium (stacked-flat style, one-story)	14%	11%	8%	10%	12%
Manufactured home	14%	10%	18%	14%	14%
Other	0%	2%	3%	2%	1%

THIRD CHOICE (N=229)	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Single family home	14%	2%	5%	4%	4%
Tiny house (less than 600 sq. ft.)	0%	16%	10%	13%	11%
Townhome/Duplex (two-story, no one living above or below)	14%	18%	17%	17%	19%
Condominium (stacked-flat style, one-story)	57%	45%	44%	45%	45%
Manufactured home	0%	15%	19%	16%	17%
Other	14%	5%	5%	5%	5%

31. How much would you be willing to pay to purchase your FIRST preferred home?

N=260	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Less than \$150,000	0%	5%	10%	7%	6%
\$150,000 - \$174,999	20%	4%	8%	7%	5%
\$175,000 - \$199,999	0%	3%	6%	4%	4%
\$200,000 - \$224,999	0%	6%	3%	5%	6%
\$225,000 - \$249,999	0%	4%	3%	3%	3%
\$250,000 - \$274,999	10%	7%	6%	7%	6%
\$275,000 - \$299,999	0%	8%	9%	8%	9%
\$300,000 - \$324,999	10%	16%	14%	15%	15%
\$325,000 - \$349,999	10%	5%	6%	6%	7%
\$350,000 - \$374,999	10%	7%	8%	8%	8%
\$375,000 - \$399,999	0%	5%	7%	5%	5%
\$400,000 - \$424,999	40%	8%	5%	8%	11%
\$425,000 - \$449,999	0%	3%	3%	3%	3%
\$450,000 - \$474,999	0%	2%	3%	2%	3%
\$475,000 - \$499,999	0%	5%	4%	5%	4%
\$500,000 or more	0%	11%	3%	7%	6%
AVG prefer to pay	\$325,000	\$345,553	\$304,769	\$326,096	\$332,420
AVG able to pay	\$420,172	\$488,626	\$380,692	\$435,533	\$438,939

32. How much do you have available for a down payment? *(Please include the portion of home equity you could spend on a down payment if you plan to sell a home you now own)*

N=212	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
None	0%	12%	16%	14%	12%
Under \$5,000	29%	5%	8%	7%	5%
\$5,000 to \$9,999	0%	6%	15%	10%	11%
\$10,000 to \$24,999	43%	27%	28%	28%	29%
\$25,000 to \$49,999	14%	10%	6%	8%	11%
\$50,000 to \$74,999	0%	20%	9%	15%	14%
\$75,000 to \$99,999	0%	4%	3%	3%	5%
\$100,000 to \$199,999	14%	7%	10%	9%	9%
\$200,000 or more	0%	9%	3%	6%	5%
Average	\$32,150	\$56,713	\$32,506	\$44,826	\$42,294

33. Please indicate how important the following factors are to you when looking for a place to live. Use a scale where 1=Not At All Important and 5=Extremely Important.

HOME FEATURES

N=408 to 426	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Age - want new home	3.3	2.8	2.9	2.8	2.8
Energy efficiency	3.7	3.9	3.8	3.9	3.9
Garage/carport	4.4	4.3	4.1	4.2	4.3
Extra storage	4.0	3.9	3.7	3.8	3.9
In-unit washer/dryer	4.7	4.6	4.5	4.6	4.5
Allows pets	4.0	4.2	4.1	4.2	4.2

LOCATION CONSIDERATIONS

N=408 to 426	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Near to my place of work	3.9	3.9	3.9	3.9	3.8
Near to work of others in my household	3.4	3.3	3.1	3.3	3.2
Near to services (medical, groceries, etc)	3.7	3.5	3.6	3.5	3.4
Near to day care	3.1	2.2	2.2	2.2	2.2
Near to bus service	2.1	1.9	1.8	1.8	1.9
Quality of schools	3.5	3.2	3.1	3.2	3.4
Access to outdoor recreation	3.9	4.1	3.6	3.9	4.0

34. How would you feel about living in a neighborhood or building (e.g., apartments or condominiums) that was home to a significant number of other TFHS employees?

N=431	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Feel very positive about living amongst fellow employees	36%	27%	26%	27%	25%
Some coworkers would be fine, but mixed with other members of the local community would be preferable	21%	31%	27%	29%	32%
It depends on the neighborhood environment / need more info	43%	29%	36%	33%	32%
I do not want to live amongst other fellow employees	0%	12%	12%	12%	11%

HOUSING COSTS

It is very important that we know some details about your household to fully understand your needs. Please remember that this survey is CONFIDENTIAL.

35. What is your household's average monthly cost of housing? (please enter "0" if you do not pay any of the below)

Average	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total	N=
Rent	\$1,367	\$1,476	\$1,502	\$1,485	\$1,547	185
Mortgage	\$2,305	\$1,874	\$1,738	\$1,844	\$1,938	264
HOA	\$100	\$130	\$139	\$132	\$140	99
Utilities	\$408	\$319	\$290	\$311	\$320	356
Child care	\$890	\$705	\$658	\$697	\$833	83

36. What is the gross annual income of all household members combined? This is critical to our analysis of housing affordability – your answer is confidential.

N=383	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Under \$25,000	0%	0%	1%	1%	1%
\$25,000 to \$49,999	0%	4%	13%	8%	7%
\$50,000 to \$74,999	23%	13%	17%	15%	14%
\$75,000 to \$99,999	0%	14%	24%	18%	17%
\$100,000 to \$149,000	31%	27%	27%	27%	28%
\$150,000 to \$199,999	31%	19%	10%	16%	18%
\$200,000 or more	15%	22%	7%	16%	15%
Average	\$146,077	\$141,346	\$101,476	\$125,267	\$126,699

Households by Nevada County AMI (2020)

N=379	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
Under 30%	0%	0%	2%	1%	1%
30% to 50%	0%	1%	6%	3%	3%
50% to 80%	23%	10%	17%	13%	10%
80% to 100%	0%	11%	18%	13%	13%
100% to 120%	0%	7%	12%	9%	10%
120% to 150%	15%	19%	16%	18%	17%
150% to 200%	31%	22%	18%	21%	22%
Over 200%	31%	31%	11%	23%	23%

Percent of Household Income Paid for Housing

N=367	Both	Clinical	Non-clinical	TFHD Total	TTWHA Total
30% or less	91%	85%	68%	78%	78%
30% to 50%	9%	12%	27%	18%	17%
Over 50%	0%	3%	5%	4%	5%

37. Do you have any additional comments or suggestions related to housing? [See comments in Appendix](#)

THANK YOU FOR YOUR RESPONSE



Board Request for Action

By: Harry Weis
President and CEO

DATE: October 13, 2020

Tahoe Forest Health System seeks to collaborate with 3 other health systems in our region to improve the quality of care and the efficiency of our operations each year as we each seek to be ever improving sustainable “free-standing” health systems. These other 3 health systems initially are: Carson Tahoe Health System, Barton Health and Marshall Medical Center.

This formal collaboration via a new company, an LLC, preliminarily known as “Newco” will allow each of us to more vigorously fulfill our individual Missions, Visions and Values.

It’s possible other smaller free-standing health systems may wish to join in the future to enjoy further improvements in their operations as well.

Staff request approval of the Board to move forward with this collaboration and to authorize an initial investment of up to 50,000 to capitalize this new entity.

**TAHOE FOREST HOSPITAL DISTRICT
RESOLUTION NO. 2020-07**

**RESOLUTION TO SUBMIT A RURAL HEALTH CLINIC APPLICATION FOR
INTERNAL MEDICINE/OB CLINIC, “TAHOE FOREST MULTISPECIALITY
CLINIC – IM/OB RHC”**

WHEREAS, TAHOE FOREST HOSPITAL DISTRICT (“District”) is a hospital district duly organized and existing under the “Local Health Care District Law” of the State of California; and

WHEREAS, the Board of Directors of Tahoe Forest Hospital District desires to create a rural healthcare clinic for the benefit of its communities; and

WHEREAS, the Board of Directors has delegated authority to the Director of Specialty Services of the Multispecialty Clinics to handle all decisions concerning the daily operation of Tahoe Forest Multispecialty Clinic IM/OB RHC; and

NOW, THEREFORE, BE IT RESOLVED the Board of Directors of the Tahoe Forest Hospital District hereby would submit an application for the creation of a rural health clinic specializing in Internal Medicine/Primary Care and operating as an Outpatient department of the hospital, under the hospital license.

PASSED AND ADOPTED at the meeting of the Tahoe Forest Hospital District Board of Directors held on the 22nd day of October 2020 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

ATTEST:

Alyce Wong
Chair, Board of Directors
Tahoe Forest Hospital District

Art King
Secretary, Board of Directors
Tahoe Forest Hospital District

AGENDA ITEM COVER SHEET

ITEM	Extension of FY2019-2021 Strategic Plan
RESPONSIBLE PARTY	Board Governance Committee
ACTION REQUESTED?	For Board Action
<p>BACKGROUND:</p> <p>The Board approved FY2019-2021 Strategic Plan is set to end on June 30, 2021.</p>	
<p>SUMMARY/OBJECTIVES:</p> <p>The COVID-19 pandemic has used a lot of resources this year during a time when District Leadership would have begun preparation for the next Strategic Plan. District Leadership recommended an extension of the strategic plan for another fiscal year to the Board Governance Committee at their October 14, 2020 meeting.</p> <p>Governance Committee is recommending approval to extend the Strategic Plan through June 30, 2022.</p>	
<p>SUGGESTED DISCUSSION POINTS:</p> <p>None.</p>	
<p>SUGGESTED MOTION/ALTERNATIVES:</p> <p>Move to extend the FY2019-2021 Strategic Plan through June 30, 2022.</p>	
<p>LIST OF ATTACHMENTS:</p> <p>None.</p>	