



north lake tahoe

Chamber | CVB | Resort Association

Agenda and Meeting Notice

THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

Wednesday April 3, 2013 – 8:30 am – 11 am

Tahoe City Public Utilities District

NLTRA Mission

"To promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area."

Meeting Ground Rules

Be Prepared, Engage in Active Listening, Be Respectful of Others, No Surprises, It is OK to Disagree, Acknowledge Comments, but Do Not Repeat Comments

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

A. CALL TO ORDER - ESTABLISH QUORUM – Chair

B. AGENDA AMENDMENTS AND APPROVAL - MOTION

1. Agenda Additions and/or Deletions
2. Approval of Agenda

C. PUBLIC FORUM

Any person wishing to address the Board of Directors on items of interest to the Resort Association not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes, since no action may be taken by the Board on items addressed under Public Forum.

D. REPORTS & ACTION ITEMS (2 hrs 10 minutes) 8:35 – 10:45

Organization (45 minutes)

3. Master Plan Update and Approval of using \$5,000 of Marketing Reserves for funding Dean Runyan Economic Benefit of Tourism Study – **MOTION** Sandy Evans Hall (5 minutes)
4. Finance Committee Recommendations – Bill Rock/Lisa de Roulet (15 minutes)
 1. Audit RFP **MOTION**
 2. Employee Manual **MOTION**
 3. Visitor Center Issues and Potential Policy Development
5. Proposed Changes to TOT Ordinance to include change in sunset dates, appeal process, definitions of what is taxable and what constitutes receipt, and record keeping terms. – Jerry Gamez, Placer County Director of Administrator Services (25 minutes)

2013 Board Members

Wally Auerbach
Auerbach Engineering

Eric Brandt
Tahoe TV

Phil GilanFarr
(Chair)
CB's Pizza & Grill

**Kali Kopley (Vice-
Chair)**
Uncorked/Petra/Soupa

Alex Mourelatos
Mourelatos Lakeshore
Resort

Valli Murnane
(Secretary)
Tahoe XCountry

Ron Parson
(Immediate Past
Chair)
Granlibakken

Bill Rock
(Treasurer)
Northstar

Eric Sather
Resort at Squaw Creek

Andy Wirth
Squaw Valley/Alpine
Meadows

Jennifer Merchant
Placer County

Kristi Boosman
TRPA
(Ex-officio)

Marketing (20 minutes)

6. Special Event Grant Funding Recommendations, Round Two – **MOTION** Judy Lavery (5 minutes)
7. MTRiP Update – Andy Chapman (5 minutes)
8. Ironman Foundation Contribution Update (5 minutes)
9. Lake Tahoe Sports Organizing Committee/X Games Bid Update – Andy Chapman (5 minutes)

Transportation/Infrastructure (25 minutes)

10. Resort Triangle Transportation Vision Coalition update – Ron Treabess (5 minutes)
11. Free Skier Shuttle Report – Ron Treabess (5 minutes)
12. Integrated Work Plan **MOTION** – Ron Treabess (15 minutes)

Membership (10 minutes)

13. Membership Sales, Activities and Events – Deanna Frumentti (5 minutes)
14. Marketing Grant for TCDA – Deanna Frumentti **MOTION** (5 minutes)

Visitor Information (10 minutes)

15. Visitor Center Proposal for Kings Beach – Emily Detwiler **MOTION** (10 minutes)

Special Presentation (20 minutes)

16. Kings Beach Commercial Core Improvement Plan – Dan LaPlante (20 minutes)

E. DIRECTORS' COMMENTS (5 minutes)

10:45 – 10:50

F. CONSENT CALENDAR – MOTIONS (5 min)

10:50 – 10:55

All items (**in bold**) listed under the consent calendar-motions are considered to be routine and/or have been or will be reviewed by committee, and will be approved by one motion. There will be no separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar-motions.

17. Board Meeting Minutes – February 6, 2013

All committee meeting briefs are provided for informational purposes only. Minutes are available at www.nltra.org

18. Joint Infrastructure/Transportation Committee – March 25, 2013

19. Marketing Committee – March 28, 2013

20. Business Association and Chamber Collaborative – March 13, 2013

21. Lodging Committee – March 7, 2013

22. Conference Sales Directors Committee – No meeting in March

23. Finance Committee – March 28, 2013

24. Executive Committee Report – March 29, 2013

25. Financial Reports for February, 2013

1. Financial Analysis – Project Updates

The following reports are provided on a monthly basis by staff and can be pulled for discussion by any board member

26. Conference Sales Reports

27. Infrastructure/Transportation Activity Report – March

G. MEETING REVIEW AND STAFF DIRECTION (5 minutes) 10:55- 11:00

H. CLOSED SESSION (If necessary)

I. RECONVENE TO OPEN SESSION

J. ADJOURNMENT

This meeting site is wheelchair accessible.

Posted and e-mailed, , 2013



Staff Report for Board

Subject: Funding for Master Plan Study: Dean Runyan, Economic Impact of Tourism

From: Sandy Evans Hall

Decision Considerations:

- At last board meeting it was reported that there was a split of funding for this study between Marketing and Infrastructure and Research and Planning
- Supervisor Montgomery tabled the request and met with us asking that we provide more funding from Marketing for this study
- In 2008 funding for the studies was provided from the Marketing Reserves in the amount of \$16,000
- Jennifer Montgomery and Jennifer Merchant agreed that an additional \$5,000 from the Marketing Reserve account would be more equitable, thus reducing the amount of infrastructure request to \$6,000.
- The \$5,000 in Marketing Reserves would be replenished upon receiving the first TOT payment for the new fiscal year.

Strategic Plan/Master Plan Alignment: By 2016 (ongoing), the organization will have built trust, confidence and leadership with key partners through accountability, transparency, and frequent and consistent communication following a key partner communication plan.

Staff Recommendation: Approve taking \$5,000 from Marketing Reserves for funding the Dean Runyan Economic Impact of Tourism study for the Master Plan Review.



To: Board of Directors

From: Lisa de Roulet

Subject: Results of Request for Proposal for Audit and Tax 2013-2015

Date: April 3, 2013

At the January Finance Committee meeting, Staff was directed send out Requests for Proposal for the NLTRA's audit and tax engagements for the next three years. The Gilbert Associates engagement ended with the audit and tax filings for the June 2012 fiscal year.

In February, we mailed out nine Requests for Proposal for audit and tax services for the years 2013-2015. Of the nine requests, we received responses from six of the firms. We did not receive a response from Sitkoff O'Neil, Straley & Perdue, and Sonnenberg & Company. The quotes for services are listed below from least expensive to most expensive.

PROPOSED COMBINED TAX AND AUDIT FEES BY FIRM AND AUDIT/TAX YEAR						
Audit/Tax Year	Bullard Macy	Kohn Colodny	Gilbert Associates (current provider)	McClintock	Barnard Vogler	Grant Thornton
2013	\$ 14,000	\$ 16,000	\$ 17,550	\$ 18,000	\$ 20,000	\$ 21,300
2014	\$ 14,600	\$ 16,000	\$ 17,550	\$ 18,500	\$ 21,000	\$ 22,500
2015	\$ 15,100	\$ 16,000	\$ 17,550	\$ 19,000	\$ 22,000	\$ 23,700

While there is an almost 50% cost differential between the lowest and highest proposal, there were concerns with the two lowest cost providers, so they were eliminated from consideration. The two highest bids were also eliminated from consideration. The benefits and drawbacks of the remaining two firms, Gilbert Associates and McClintock Accountancy were discussed by Committee members.

RECOMMENDATION:

The Finance Committee recommends that the Board of Directors approves awarding the 2013-2015 audit and tax engagement to the McClintock Accountancy Corporation.

NORTH LAKE TAHOE RESORT ASSOCIATION
EMPLOYEE HANDBOOK

January 2013

ARTICLE 1 INTRODUCTION AND GENERAL TERMS

1.1 About the North Lake Tahoe Resort Association

The North Lake Tahoe Resort Association ("NLTRA") is a public non-profit corporation created to promote, enhance, reinvigorate, coordinate, and direct tourism for the economic betterment of the North Lake Tahoe Region. The corporation has integrated the Chamber of Commerce and Convention and Visitors Bureau functions as part of the Resort Association.

1.2 Purpose of the Handbook

This Employee Handbook is intended to explain the terms and conditions of employment for all full-time, part-time, and seasonal employees of the NLTRA. You are to thoroughly familiarize yourself with the contents of this handbook and retain it for future use. **This handbook is not a contract and does not create or imply an employment contract between you and the NLTRA.** It is an explanation of general information, policies and procedures, as they exist on the date of publication. All information contained in this handbook is designed to serve as guidelines rather than absolute rules, and exceptions may be made on the basis of particular circumstances. Further, the NLTRA reserves the right to modify, revoke, suspend, terminate or change in whole or in part any of the published or unpublished policies or practices of the NLTRA at any time with or without notice and without having to give cause or justification to any employee. This handbook summarizes the policies and practices in effect at the time of publication, and supersedes all previously issued handbooks and any policy or benefit statements or memoranda that are inconsistent with the policies described herein. From time to time, you may receive updated information concerning changes in policy.

Written employment contracts between the NLTRA and some individuals may supersede some of the provisions of this handbook, except the at-will employment provisions, which may only be superseded by the Board of Directors. Please contact your supervisor or CFO with any questions concerning this handbook or the policies and procedures set forth herein.

1.3 Term of Employment

NLTRA personnel are employed on an at-will basis. Employment at-will may be terminated with or without cause and with or without notice at any time by the employee or NLTRA. No minimum term of employment is guaranteed or implied; nothing in this handbook, or in any document or statement, shall limit the right to terminate employment at-will. No manager, supervisor, or employee of NLTRA has any authority to enter into an agreement for employment for any specified period of time or to make an agreement for employment on other than at-will terms. Only the Board of Directors of NLTRA has the authority to make any such agreement, which is binding only if it is in writing.

1.4 Entire Agreement and Revisions to Handbook

NLTRA reserves the right to revise, modify, delete, or add to any and all policies, procedures, work rules, or benefits stated in this handbook or in any other document, except for the policy of at-will employment. However, any changes must be in writing and signed by the Chairman of the Board of Directors of the NLTRA. Any written changes to this handbook will be distributed to all employees, so they will be aware of the new policies or procedures. No oral statements or representations can in any way alter the provisions of this handbook. This handbook sets forth the entire agreement between employees and the NLTRA, as to the duration of employment and the terms and conditions of employment. Nothing in this employee handbook or in any other personnel document, including benefit plan descriptions, creates, or is intended to create a promise or representation of continued employment for any employee.

1.5 Equal Employment Opportunity

NLTRA is an equal opportunity employer and makes employment decisions on the basis of merit, desiring to have the best available persons in every job. NLTRA policy prohibits unlawful discrimination based on race, color, religion, sex (including pregnancy, childbirth, or related medical conditions), gender identity, national origin, ancestry, citizenship, age, physical or mental disability, legally protected medical condition or information, genetic information, family care status, military caregiver status, veteran status, marital status, domestic partner status, sexual orientation, or any other basis protected by local, state, or federal laws. It also prohibits unlawful discrimination based on the perception that anyone has any of those characteristics, or is associated with a person who has or is perceived as having any of those characteristics. All such discrimination is unlawful and prohibited. When necessary, the Company also makes reasonable accommodations for disabled employees and for pregnant employees who request an accommodation, [with the advice of their health care providers], for pregnancy, childbirth, or related medical conditions

NLTRA is committed to compliance with all applicable laws providing equal employment opportunities. This commitment applies to all persons involved in the operations of NLTRA and prohibits unlawful discrimination by any employee of NLTRA, including supervisors and co-workers. This commitment also applies to all areas of employment, including recruitment, hiring, training, promotion, compensation, benefits and disciplinary action. To comply with applicable laws ensuring equal employment opportunities to qualified individuals with a disability, NLTRA will make reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or an employee unless undue hardship would result.

Any applicant or employee who requires an accommodation in order to perform the essential functions of the job should contact CFO and request such an accommodation. The individual with the disability should specify what accommodation he or she needs to perform the job. NLTRA will then conduct an investigation to identify the barriers that interfere with the equal opportunity of the applicant or employee to perform his or her job. NLTRA will identify

possible accommodations, if any, that will help eliminate the limitation. If the accommodation is reasonable and will not impose an undue hardship, NLTRA will make the accommodation.

If an employee believes they have been subjected to any form of unlawful discrimination, they should submit a written complaint to their supervisor or the individual with personnel oversight responsibilities. The complaint should be specific and should include the names of the individuals involved and the names of any witnesses. NLTRA will immediately undertake a thorough and objective investigation and attempt to resolve the situation. If NLTRA determines that unlawful discrimination has occurred, effective remedial action will be taken commensurate with the severity of the offense. Appropriate action also will be taken to deter any future discrimination. NLTRA will not retaliate against any individual for filing a complaint and will not knowingly permit retaliation by management employees or co-workers.

1.6 Harassment Policy

NLTRA is committed to providing a work environment free of unlawful harassment. NLTRA policy prohibits harassment based on race, color, religion, sex (including pregnancy, childbirth, or related medical conditions), gender identity, national origin, ancestry, citizenship, age, physical or mental disability, legally protected medical condition or information, genetic information, family care status, military caregiver status, veteran status, marital status, domestic partner status, sexual orientation or any other basis protected by federal, state or local law or ordinance or regulation. **All such harassment is unlawful and prohibited.** NLTRA's anti-harassment policy applies to all persons involved in the operation of NLTRA and prohibits unlawful harassment or perceived harassment by any employee of NLTRA, including supervisors and co-workers. Similarly, NLTRA will not tolerate harassment by its employees of non-employees with whom NLTRA has a business, service or professional relationship. Prohibited unlawful harassment or perceived harassment includes, but is not limited to, the following behavior:

- Verbal conduct such as epithets, derogatory jokes or comments, slurs or unwanted sexual advances, invitations or comments;
- Visual displays such as derogatory or sexually oriented posters, photography, cartoons, drawings, or gestures;
- Physical conduct including assault, unwanted touching, intentionally blocking normal movement or interfering with work because of sex, race or any other protected basis;
- Threats and demands to submit to sexual requests as a condition of continued employment, or to avoid some other loss, and offers of employment benefits in return for sexual favors; and
- Retaliation for reporting or threatening to report harassment.

If an employee believes they have been unlawfully harassed, they should submit a written complaint to their supervisor or any other NLTRA supervisor or manager, as soon as possible after the incident. The complaint should include details of the incident or incidents, names of the individuals involved, and names of any witnesses. Supervisors will refer all

harassment complaints to CFO, or the Executive Director. NLTRA will immediately undertake a thorough and objective investigation of the harassment allegations.

If the NLTRA determines that unlawful harassment has occurred, effective remedial action will be taken in accordance with the circumstances involved. Any employee determined by the NLTRA to be responsible for unlawful harassment will be subject to appropriate disciplinary action, up to and including termination. A NLTRA representative will advise all parties concerned of the results of the investigation. The NLTRA will not retaliate against any individual for filing a complaint and will not tolerate or permit retaliation by management, employees or co-workers. The NLTRA encourages all employees to report any incidents of harassment forbidden by this policy immediately so that complaints can be quickly and fairly resolved. The Federal Equal Employment Opportunity Commission and the California Department of Fair Employment and Housing investigate and prosecute complaints of prohibited harassment in employment. If an individual thinks they have been harassed or have been retaliated against for resisting or complaining, complaints may be filed with the California Department of Fair Employment and Housing or the Equal Employment Opportunity Commission.

ARTICLE 2 POLICIES AND PRACTICES

2.1 Employee Classifications

a. Exempt Employees

Exempt employees are those employees who are exempt from the overtime provisions of California and federal law. Exemptions are based on certain criteria, including the type of work performed, the structure of compensation, and the presence of administrative or managerial authority. This classification typically includes management personnel. Exempt employees are paid a certain amount per pay period, rather than paid according to the number of hours worked, and are, therefore, not eligible for overtime pay. Exempt employees are eligible for benefits described in Article 5 as full-time year-round (FTYR) employees.

b. Non-Exempt Employees ("Hourly" Employees)

These are employees who are not exempt from the overtime provisions of California and federal law. Non-exempt employees are paid for time worked in excess of eight (8) and less than twelve (12) hours per day, or in excess of forty (40) hours per week, and for the first eight (8) hours on the seventh consecutive workday in a workweek, at a rate of one and one-half times their regular hourly pay rate. Non-exempt employees who work in excess of twelve (12) hours in a workday or in excess of eight (8) hours on the seventh consecutive workday of a workweek are paid at twice their regular hourly pay rate. NLTRA's non-exempt employees are further divided into several categories:

- **Full-time Year-Round Employees (FTYR)** are those who are scheduled for and do work an average of at least sixty-four (64) hours per biweekly payroll throughout either of the six-month periods: January through June or July through December. If an employee averages less than thirty-two (32) hours in either of the above six-month periods, then the employee category changes to Regular part-time and the employee loses eligibility for all benefits described in Article 5. When an employee first becomes eligible for benefits, their average hours worked per week during the first qualifying six-month period will be prorated and calculated at the end of that term. Full-time year round employees are eligible for benefits described in Article 5. The thirty-two (32) hour minimum may be changed at any time at the discretion of NLTRA management; employees will be given notice of such a change one (1) month in advance.
- **Regular Part-Time Employees** are those who are scheduled for and work less than thirty-two (32) hours per week, but not less than twenty-four (24) hours. Regular part-time employees are not eligible for any employee benefits described in Article 5.1 – 5.11.
- **Seasonal Employees** are employed as needed due to seasonal demand, and are neither guaranteed, nor required, to work a certain minimum number of hours per week. Seasonal employees are not eligible for any employee benefits described in Article 5.1 – 5.11.

2.2 Work Schedule

NLTRA's hours of operation vary between departments and may also vary as dictated by the season of the year and customer demand. The business offices of the Convention and Visitors Bureau, Marketing, Infrastructure and Visitor Support, Membership Services and Administration are normally open between the hours of 8:30 AM and 5:00 PM, Monday through Friday. The Tahoe City Visitor Center is open 7 days a week and all holidays excluding Christmas Day. Other Visitor Center location hours will vary by season and demand. Employees may change or trade scheduled shifts, only if the resulting work schedules will result in no overtime being accrued by any employee involved, and only with prior written approval of a supervisor or manager.

2.3 Meal and Rest Periods

NLTRA provides all full-time employees who work more than five (5) hours in a day with a thirty (30) minute, uninterrupted meal period starting no later than the end of the fifth hour of work, to be taken approximately in the middle of the workday, but taken so as not to leave an employee's department with low or no staffing. This period is unpaid and must be taken away from an employee's workstation. Employees must sign out on their time cards or the time clock and set their phones to provide voicemail. NLTRA provides employees who work more than ten (10) hours in a day with a second unpaid thirty (30) minute, uninterrupted meal period starting no later than the end of the tenth hour of work. Employees who work no more than six (6) hours in a day may waive the first meal period. Employees who work no more than twelve (12) hours in a day may waive the second meal period if they took their first meal period.

Employees are entitled, encouraged, and expected to take all meal periods provided under this policy and not waived. During meal periods, the Company will relieve employees of all duty and will not exercise control over employees' activities. Overtime for working through lunch is not allowed or authorized.

NLTRA authorizes and permits nonexempt employees working at least three and one-half (3.5) hours in a day to take a ten (10) minute, off-duty paid rest period for each four (4) hours worked or major fraction thereof. The ten (10) minutes do not include the reasonable time it takes to walk to and from a break area. Employees who work up to six (6) hours in a day may take a second rest period. Employees who work more than ten (10) hours in a day may take a third rest period. Employees should take their rest periods in the middle of each work period to the extent it is practicable to do so, and not combine them with meal periods or skip them to leave work early. When taking a break, an employee's phone should be set to provide voicemail, but the employee should not sign out on his or her time card or use the time clock. Rest periods should be taken so as not to leave an employee's department with little or no staffing.

2.4 Timekeeping Requirements

All non-exempt employees are required to use a time clock to record time worked for payroll purposes, or fill out a time sheet when no clock is available. All time cards must be kept in the areas designated for that purpose, and must not be kept anywhere else, including employee desks.

All exempt employees are required to fill out a bi-weekly timesheet.

2.5 Payment of Wages

All employees of NLTRA are paid every other Friday for work performed during the previous two-week pay period. Pay periods commence every other Monday and conclude every other Sunday. If a regular payday falls on a banking holiday, employees will be paid on the last day worked before the holiday. By law, NLTRA is required to deduct, where applicable, federal income tax withholding amounts, Social Security taxes, and California state taxes. Any garnishments required by law, 401(k) plan deductions, family insurance payments, and other employee-authorized deductions will also be deducted from employee paychecks.

NLTRA offers automatic payroll deposit for all employees. To begin automatic payroll deposit, you must complete a form (included in the packet of information given to each new employee and also available from CFO) and return it to CFO at least ten (10) days before the pay period for which you would like the service to begin. You should carefully monitor your payroll deposit statements.

To stop automatic payroll deposit, complete the form available from CFO and return it at least 10 days before the pay period for which you would like the service to end. You will

receive a regular payroll check on the first pay period after the receipt of the form, provided it is received no later than ten (10) days before the end of the pay period.

Employees should report lost or missing paychecks immediately, so that a stop-payment order may be made. A replacement check will then be issued. Any transaction or service fees charged for the stop-payment order will be deducted from the employee's next paycheck.

NLTRA does not permit advances against paychecks.

2.6 Reporting to Work Pay

NLTRA will pay hourly employees for half of the regularly scheduled workday, if employees report to work as scheduled but no work is available. An employee will be paid for a minimum of two (2) hours at the regular rate of pay, if called into work for a mandatory staff meeting or similar activity on their scheduled day off. NLTRA will not pay employees for reporting to work, if an interruption of work occurs because of the failure of any or all public utilities or an interruption of work occurs because of natural causes or other circumstances beyond NLTRA's power to control.

2.7 Overtime

Hourly employees may be required to work overtime as necessary. NLTRA will attempt to distribute overtime evenly and accommodate individual schedules. All overtime work must be previously approved in writing by a supervisor or Director.

2.8 Telecommuting Policy

It is a fundamental policy of the NLTRA that the duties of each employee are best performed at their designated work location - at the main office or a visitor information center location. However, based on specific circumstances and consistent with adopted NLTRA policy, the NLTRA Executive Director may consider and approve an Employee Telecommuting Agreement with an employee whose job and responsibilities is identified as eligible for consideration under the policy. Any such agreement shall be considered in consultation with the employee's immediate supervisor. Telecommuting is a work arrangement in which some or all of the work is performed at a non-NLTRA location, such as at a home office or office space near the home. Any Telecommuting Agreement must be in the best interests of the NLTRA. An employee can not be required to telecommute. Jobs and responsibilities within the NLTRA that lend themselves to telecommuting are those that entail working alone or working with equipment which can be kept and used at an alternative work site suitable for telecommuting. Examples: Outside sales and word processing. Members of the NLTRA Management Team are not eligible to discharge any of their responsibilities under a Telecommuting Agreement.

2.9 Open-Door Policy

Suggestions for improving NLTRA are always welcome. Complaints, questions and suggestions are of interest to NLTRA, whether pertaining to your job, your working conditions, the treatment you are receiving, or NLTRA in general. We ask you to first discuss your concerns with your immediate supervisor, following these steps:

- 1) As soon as possible, but not later than a week after the occurrence, bring the situation to the attention of your immediate supervisor, who will then investigate and provide a solution or explanation.
- 2) If the problem persists, you may describe it in writing and present it to the CFO, who will investigate and provide a solution or explanation. We encourage you to bring the matter to CFO as soon as possible after you believe that your immediate supervisor has failed to resolve it.
- 3) If the problem is not resolved, or if the problem concerns a member of the Human Resources Department, you may present the problem in writing to the Executive Director, who will attempt to reach a final resolution.

While an important step, this process cannot guarantee that every problem will be resolved to your satisfaction. However, NLTRA values your observations and you should feel free to raise issues of concern, in good faith, without the fear of retaliation.

2.10 Whistleblower Policy

General

The North Lake Tahoe Resort Association's Standards of Conduct, as set forth in the adopted Employee Handbook requires employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. NLTRA employees are required to act with honesty and integrity in fulfilling their responsibilities, as well as to comply with all applicable laws and regulations.

Reporting Responsibility

It is the responsibility of all employees to comply with the Standards of Conduct and other all other provisions of the adopted NLTRA Employee Handbook and to report violations or suspected violations in accordance with this Whistleblower Policy.

No Retaliation

No employee who in good faith reports a violation of the Standards of Conduct or other provisions of the NLTRA Employee Handbook shall suffer harassment, retaliation, or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline, up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the organization prior to seeking a resolution outside the organization.

Reporting Violations

The process for reporting violations or suspected violations of the Standards of Conduct or other provisions of the Employee Handbook shall be similar to the process described in the Open Door Policy section of the Handbook (Section 2.8); specifically, the Whistleblower reporting process shall include these steps:

- 1) As soon as possible, bring the violation or suspected violation to the attention of your immediate supervisor, who will then investigate, consulting with appropriate NLTRA management as may be necessary, and respond to the employee with the actions that will be taken based on the complaint.
- 2) If the employee is not comfortable speaking with his/her supervisor, or if he/she is not satisfied with the supervisor's response, the employee can speak to the CFO or to the NLTRA Executive Director. That person will then investigate and take action as appropriate. Supervisors or NLTRA managers are required to report suspected violations of the Standards of Conduct or other provisions of the Employee Handbook to the organization's designated Compliance Officer.
- 3) If the original reporting party is not satisfied or comfortable with the response of his/her supervisor or NLTRA management, the employee should contact the designated Compliance Officer directly.

Compliance Officer

The Organization's designated Compliance Officer shall be responsible for assisting the Executive Director and CFO in investigating and resolving any reported violation or suspected violation of the Standards of Conduct or other provisions of the NLTRA Employee Handbook. If the complaint involves the Executive Director or Human Resources, the Compliance Officer shall investigate and work to resolve the complaint, acting independently and reporting to members of the NLTRA Executive Committee. The Compliance Officer has been designated to be the Board Secretary by the Board of Directors.

Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation of the Standards of Conduct or other provisions of the Employee Handbook must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed and addressed as a serious disciplinary offense.

Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation and reach a resolution of the matter.

2.11 Progressive Discipline and Involuntary Termination

Violation of NLTRA policies and rules may warrant disciplinary action. NLTRA has established a system of progressive discipline that includes verbal warnings, written warnings,

and suspension. The system is not formal and NLTRA may, in its sole discretion, use whatever form of discipline is deemed appropriate under the circumstances, up to and including termination of employment. NLTRA's policy of progressive discipline in no way limits or alters the at-will employment relationship.

2.12 Voluntary Termination

Voluntary termination results when an employee voluntarily resigns his or her employment, or fails to report to work for three (3) consecutively scheduled workdays without notice to, and/or approval by, his or her supervisor

2.13 Return of NLTRA Property

Upon conclusion of employment, employees are required to immediately return to the NLTRA all NLTRA property that they have been issued and/or have in their possession. This includes such items as keys, NLTRA files and documents, and electronic equipment such as cell phones, pagers, and computers.

ARTICLE 3 STANDARDS OF CONDUCT

3.1 Prohibited Conduct

The following conduct is prohibited and will not be tolerated by NLTRA. This list of prohibited conduct is illustrative only. Any type of conduct which threatens security, personal safety, employee welfare, and NLTRA's operations - may also be prohibited.

- Theft of funds or goods belonging to NLTRA, fellow employees, or members of the public;
- Commitment or involvement in any act of unlawful harassment of another individual;
- Use or being under the influence of alcohol or controlled substances during business hours;
- Acceptance of money or gifts from any NLTRA member for special services not provided to members generally;
- Unauthorized sale or distribution of leads, lists, tapes, videos, etc. purchased by NLTRA or created by any NLTRA employees in the course of their work;
- Conviction of a crime whether or not related to job performance;
- Conviction of any of the prohibited activities described in Section 4.1(a).

This statement of prohibited conduct does not alter NLTRA's policy of at-will employment. Either you or NLTRA remain free to terminate the employment relationship at any time, with or without reason or advance notice.

3.2 Fraud

The NLTRA and its employees must, at all times, comply with all applicable laws and regulations. The NLTRA will not condone the activities of employees who achieve results through violation of the law or unethical business dealings. This includes any payment for illegal acts, indirect contributions, rebates and/or bribery. The NLTRA does not permit any activity that fails to stand the closest possible public scrutiny. All business conduct should be well above the minimum standards required by law.

Employees may not receive payment or compensation of any kind, except as authorized under NLTRA remuneration policies. The NLTRA strictly prohibits the acceptance of kickbacks and secret commissions from suppliers or others. Any breach of this rule will result in immediate termination and prosecution to the fullest extent of the law.

Employees should avoid investing in or acquiring a financial interest for their own accounts in any business organization that has a contractual relationship with the NLTRA or that provides goods or services, or both, to the NLTRA if such investment or interest could influence or create the impression of influencing their decisions in the performance of their duties on behalf of the NLTRA.

The NLTRA expects that employees will perform their duties conscientiously, honestly, in a businesslike manner, in accordance with the best interests of the NLTRA. Employees must not use their position or the knowledge gained as a result of their position for private or personal advantage. Regardless of the circumstances, if an employee senses that a course of action they have pursued, are presently pursuing, or are contemplating pursuing may involve them in a conflict of interest with their employer, they should immediately communicate all the facts to their supervisor or NLTRA management.

Employees who have access to NLTRA funds in any form must follow the prescribed procedures for recording, handling, and protecting money. If an employee becomes aware of any evidence of fraud or dishonesty, they should immediately advise their supervisor or NLTRA management so that the NLTRA can promptly investigate further.

When an employee's position requires spending NLTRA funds or incurring any reimbursable personal expenses, that individual must use good judgment on the NLTRA's behalf to ensure that all expenditures are appropriate and are to the benefit of the NLTRA. NLTRA funds and all other assets of the NLTRA are for NLTRA purposes only and not for personal benefit. This includes the personal use of NLTRA assets, such as computers, tablets, cell phones, smart phones and personal organizers..

3.3 Punctuality and Attendance

As an employee of NLTRA, you are expected to be punctual and regular in attendance. Employees are expected to report to work as scheduled, on time, and prepared to start work. Employees also are expected to remain at work for their entire work schedule, except for meal

periods or when required to leave on authorized NLTRA business. Late arrival, early departure, or other unanticipated and unapproved absences from scheduled hours are disruptive and should be avoided.

If you are unable to report for work on any particular day, you should, under all but the most extenuating circumstances, call your supervisor at least one hour before the time you are scheduled to begin working for that day. In all cases of absence or tardiness, employees must provide their supervisor with an honest reason or explanation. Employees also must inform their supervisor of the expected duration of any absence. Excessive absenteeism or tardiness, whether excused or not, will not be tolerated.

If you fail to report for work without any notification to your supervisor and your absence continues for a period of three days, NLTRA will consider that you have abandoned your employment.

3.4 Inclement Weather

Inclement weather rarely warrants closing our offices during normal hours of operation, and employees should be present during all required hours. However, each employee needs to make a personal judgment pertaining to his/her safety in traveling to and from work, understanding that any absence puts a greater burden on those employees who come to work despite difficult weather conditions. Loss of work time due to inclement weather will be charged against the employee's accrued PTO. Management retains the sole discretion to call the functional equivalent of a "snow day" should dangerous weather conditions or the loss of electrical power at the office be known far enough in advance that all employees can be notified not to travel to work that day.

3.5 Dress Code

Employees are expected to maintain good personal hygiene and wear clothing that is neat, clean, professional, and appropriate for the nature of our business and the type of work performed. Beachwear, short shorts, sweats, and suggestive attire are not permitted for any employees. Jeans and casual dress are permitted in the office, but are unacceptable for community meetings, site inspections, or sales calls. In these instances, professional business attire is required.

3.6 Customer Relations

The NLTRA strives to provide the highest standards of visitor, customer, and member service and hospitality, consistent with the goals of the NLTRA. Employees are representatives of the community as well as the NLTRA, and are expected to be polite, courteous, prompt, and attentive to every person, with whom they come in contact, including co-workers. The NLTRA requires all employees to maintain a pleasant and professional demeanor when on the phone or dealing with the public in person. The phone should always be answered in a professional manner. Clear, grammatical language should be used at all

times, both verbally and in writing, avoiding slang or jargon. Prompt return of emails and phone calls is important and should always be returned within 24 hours, unless an employee is out of the office due to illness or vacation.

3.7 Confidentiality

Each employee is responsible for safeguarding confidential information obtained during employment. In the course of your work, you may have access to confidential information regarding NLTRA, its members, its customers, or perhaps even fellow employees. You have responsibility to prevent and avoid revealing or divulging any such information unless it is necessary for you to do so in the performance of your duties. Access to confidential information should be restricted to those with a legitimate need to have the information. Any breach of this policy will not be tolerated, and legal action may be taken by NLTRA.

3.8 Business Conduct and Ethics

No employee may accept or solicit a gift or gratuity from any customer, vendor, supplier, or other person doing business with NLTRA. Accepting such gifts or gratuity may give the appearance of influencing business decisions, transactions or service. An employee's department manager must approve any exceptions to this prohibition in advance, in writing.

ARTICLE 4 OPERATIONAL CONSIDERATIONS

4.1 Computers and Other Electronic Media

a. Computer Policy

The NLTRA computers are networked. Viruses, contamination, and deletion of files are serious concerns. As a result, employees are not permitted to do the following without prior approval from their supervisor:

- Copy files from any removable media onto any NLTRA computer;
- Modify the network or any network software;
- Modify the desktop or any software on an individual computer;
- Copy information from the Resort Association Network database;
- Download files of any type from the Internet to the network, unless work related.

b. Internet policy

NLTRA employees with legitimate business needs to do so may use NLTRA computers to access the Internet. Internet access and use should be restricted to such legitimate business use, and the Internet should be not accessed or used for purposes other than those directly related to the business of NLTRA.

Employees using the Internet for personal use, including viewing or accessing inappropriate websites, chat rooms, or any other facet of the Internet, may be subject to disciplinary action, up to and including termination..

c. Social Media Policy

Employees post at their own risk and are personally and legally responsible for their postings and online comments. NLTRA will not assume any liability or risk for an employee's posting online. The following are illustrative of the types of relevant laws implicated by blogging, but are not intended to be comprehensive: privacy, libel, defamation, harassment, copyright, data theft, disclosure of material non-public information, and disclosure of confidential or trade secret information.

When participating in a site, if the post in any way identifies the NLTRA or discusses the NLTRA or its business, an employee must identify himself or herself as a NLTRA employee, speak in the first person, and make it clear that what is being said is representative of the employees personal views and opinions and does not necessarily reflect the views and opinions of the NLTRA. [At a minimum, an employee's personal posting should include the following standard disclaimer language, "I am an employee of the NLTRA. The views expressed are mine alone and do not necessarily reflect the positions, strategies, or opinions of the NLTRA".] In no way may employees represent or suggest that their opinions or positions are endorsed by the NLTRA or any of its managers or employees. In addition, employees should not re-publish postings or statements of other NLTRA employees without making the same disclaimer that the views expressed are of an employee of the NLTRA and do not reflect the positions, strategies or opinions of the NLTRA.

Managers and executives should exercise particular care when posting online to ensure their published personal thoughts are not misunderstood to be expressions of official NLTRA positions.

Employees must always be in compliance with the NLTRA's policies regarding non-disclosure of proprietary, confidential and personal information, especially on social media websites. Accordingly, employees are prohibited from revealing, or making any reference to, any proprietary or confidential information, trade secrets, or other information covered by such policy. Even vague or disguised references to such information could violate the NLTRA policies and applicable laws. Employees also must respect copyright and fair use laws when posting. Additionally, never identify a NLTRA client, partner, vendor, supplier or affiliate by name, and never discuss the confidential information of a NLTRA client, partner, vendor, supplier or affiliate online.

Employees are prohibited from using NLTRA logos, trademarks or other intellectual property or adding a link to the NLTRA's website without the NLTRA's written permission. The Company monitors the use of its name, copyrights, trademarks, website, and other information on the Internet. Employees likewise may not post any content that is harassing, discriminatory, defamatory, threatening, disparaging, libelous or otherwise illegal or injurious. Moreover, non-NLTRA blogs must never be used for internal business-related communications between fellow employees.

Non-NLTRA postings may generate media interest or coverage. If a member of the media contacts an employee about a NLTRA-related posting or online comment published by the employee, or requests NLTRA information of any kind, contact Human Resources.

Failure to adhere to Company policies regarding blogging and online postings will be considered grounds for discipline, including immediate termination. Such violations can also lead to serious legal ramifications for offending individuals, as they can be held personally liable for any post that is defamatory, proprietary, discriminatory, harassing, obscene or which violates any other law.

d. Ownership of Electronic Communications

All information created by any employee using any means of electronic communication is the property of NLTRA and remains the property of NLTRA. Personal passwords may be used for purposes of security, but the use of a personal password does not affect NLTRA's ownership of electronic information. NLTRA may override all personal passwords, if necessary, for any reason. NLTRA reserves the right to access and review electronic files, messages, mail, records of Internet use, and other digital archives, and to monitor the use of electronic communications as necessary to ensure that no misuse or violation of NLTRA policy or any law occurs.

e. Cell Phones and Smartphones

Cell phones or smartphones may be furnished to certain employees in connection with their duties. Employees who are issued cell phones or smartphones by the NLTRA should make all long-distance telephone calls while traveling from their cell phone or smartphone. Employees need to limit personal use of cell phones and smartphones in the same way they need to limit personal use of their office telephone. Employees that have excessive cell phone or smartphone usage for personal calls will be subject to disciplinary action, up to and including termination.

The NLTRA requires the safe use of its cell phones by employees while conducting business. Employees should not use the cell phones while driving

because of safety concerns, but should instead pull to the side of the road to make or receive telephone calls. If unable to pull over or stop prior to receiving a call, employees should utilize a hands-free device when safe to do so, keep the business conversation brief, and immediately locate a safe area to park. Special care should be taken in situations where there is heavy traffic, inclement weather, or the employee is driving in an unfamiliar area. Employees must adhere to all federal, state, and local rules and regulations regarding the use of mobile devices while driving. The NLTRA does not permit employees to drive while using a hand-held cell phone or smartphone. Under no circumstances are employees allowed to use text devices to type or review text messages for work purposes while operating a motor vehicle or for personal purposes while operating a motor vehicle during work hours or on NLTRA business.

f. E-mail and Voicemail

Telephones, computers, tablets, cell phones, smart phones and related software and all other electronic forms of communications are efficient and valuable business tools. They also may be the property of NLTRA. Employees do not have a personal privacy right to any information received, created in, sent over, or stored in the NLTRA's telephone systems, communication systems, and/or computer systems. All NLTRA communications systems and both incoming and outgoing information are subject to monitoring. In short, none of these systems is considered to be confidential, nor should they be used to meet an employee's own personal needs. If an employee receives a message that is not addressed to him/her, he/she is not authorized to read or use information contained in that message.

Brief and occasional personal use of e-mail is acceptable as long as it is not excessive or inappropriate, does not occur during work time, does not violate any of the prohibitions listed in the Use of Computers and Internet Policy, and does not result in expenses to the NLTRA. Management reserves the exclusive right to determine whether any use is inappropriate, excessive, and/or violates this policy.

4.2 Health and Safety

All employees are responsible for their own safety, as well as that of others in the workplace. To help maintain a safe workplace, everyone must be safety-conscious at all times. In compliance with California law, and to promote the safety of the workplace, NLTRA maintains an Injury and Illness Prevention Program. The Injury and Illness Prevention Program is available for review by employees in the office of CFO. NLTRA strives to maintain the highest standards and the safest work environment.

4.3 Smoking

Smoking is not allowed in any enclosed area on NLTRA premises.

4.4 Housekeeping

All employees are expected to keep their work areas clean and organized. People using common areas, such as lunchrooms or restrooms, are expected to keep them sanitary. Please clean up after meals, wash your own dishes, and dispose of trash properly.

4.5 Parking

Employees may park their vehicles in designated areas. The areas designated for employee parking may be changed from time to time, especially during winter and summer. Please consult with your supervisor for the latest information concerning designated parking areas. NLTRA is not responsible for any towing fees, loss or damage to employee vehicles or vehicle contents while vehicles are parked at NLTRA office premises.

4.6 Drug & Alcohol-Free Workplace

NLTRA is committed to providing a drug and alcohol-free environment for our employees. Employees are prohibited from being under the influence of drugs, alcohol or other substances during work time. When you are working, NLTRA expects you to have 100% of your capabilities. Our drug and alcohol policy applies to all employees and is strictly enforced. Employees will be asked to submit to a drug and alcohol screen if the NLTRA has reasonable suspicion that you are under the influence of alcohol or drugs while on the job or that you are in violation of the Drug and Alcohol policy.

ARTICLE 5 EMPLOYEE BENEFITS

5.1 Holidays

Full-time year-round employees (FTYR) receive seven (7) paid holidays: New Year's Day, Presidents' Day, Memorial Day, July 4th, Labor Day, Thanksgiving Day, and Christmas Day. When a holiday falls on a Saturday or Sunday, it is usually observed on the preceding Friday or the following Monday. However, NLTRA may close on another day or grant compensating time off instead of closing. Holiday observance will be announced in advance.

The Visitor Information Center remains open on holidays. All full-time, year-round employees who volunteer or are required to work on a holiday will receive pay for

the holiday for hours worked and be eligible to bank eight hours for an alternative day off, subject to management approval.

5.2 Paid Time Off (PTO)

Full-time year-round (FTYR) employees are eligible to accrue "Paid Time Off" (PTO) that may be used for vacation, sick time, floating holidays or personal time. Accrual rates begin after the completion of two 64-hour biweekly payroll periods following the employee's hire date. PTO will accrue for each biweekly pay period that the employee is compensated for a minimum of 64 hours. Eligible employees accrue PTO at the following rates:

0-5 years	18 days per year 1.5 days/month .69 days/biweekly pay period
6-10 years	23 days per year 1.92 days/month .88 days/biweekly pay period
11 plus years	28 days per year 2.33 days/month 1.08 days/biweekly pay period

Approval from management is required to ensure there is not a conflict with business needs or other employees' scheduling. Management expects employees to take some of their PTO during the slow business periods. Business periods vary by department; there may be slow time periods when PTO time is not allowed due to high business levels. A Time Off Request form must be completed and submitted to the CFO two weeks prior to the time off requested, with the exception of sick time. Employees are encouraged to take PTO time in the year it is accrued. PTO stops accruing after two times the annual rate. PTO will not be paid in advance of accrual without the express written consent from the CFO, and employees cannot work and earn a regular paycheck while they are collecting pay for time off. Employees do not receive pay in lieu of PTO except upon termination of employment from the NLTRA. Upon termination, employees will be paid any unused PTO in accordance with applicable state law. FTYR employees must work or receive payroll a minimum of 64 hours per bi-weekly pay period in order to accrue PTO in that pay period.

5.3 Paid Family Leave Benefits

The NLTRA provides for paid family leave in accordance with California State law under the "Paid Family Leave" program (PFL) administered by the Employment Development Department (EDD). The PFL program is a component of the California State Disability Insurance program (SDI) and, as such, employees covered by SDI are covered for this benefit. This disability compensation is extended to individuals that require time off from work to care

for a seriously ill child, spouse, parent, domestic partner, to bond with a new child or child in connection with an adoption or foster care placement. Information regarding the PFL program is available from Human Resources or directly from the EDD website at www.edd.ca.gov/disability or by calling 877-238-4373.

When an employee applies for PFL benefits, the Human Resources Department will determine if the employee has any accrued but unused vacation [PTO] time available. If the employee has accrued but unused vacation time [PTO] available, then the employee will be required to use up to two (2) weeks of such time before becoming eligible for PFL benefits.

Please note that employees taking time off work to care for a child, spouse, parent, or domestic partner with a serious health condition or to bond with a new child under the Paid Family Leave program are not guaranteed job reinstatement. Employees should maintain regular contact with CFO while on leave, so that return-to-work status can be monitored. When an employee is ready to return to work, it is important to contact CFO to determine what positions, if any, are available.

5.4 Leaves of Absence

NLTRA may grant leaves of absence to employees under certain circumstances for up to ninety (90) days. Employees should request any leave in writing at least thirty (30) days in advance. During the leave period, employees should remain in contact with their supervisor and provide prompt notice of any change in the anticipated return date. An employee who fails to return to work at the agreed upon end of the leave period without communicating with one's supervisor or Human Resources will be deemed to have abandoned his or her employment and the employment will terminate as of the end of that leave period.. Upon return from a leave of absence, an employee will resume all aspects of the employment status that existed prior to the start of the leave. Employees on leave of absence will not be paid, although accrued vacation or sick leave, if appropriate, as described in **Article 5.3**, may be used. Vacation time and sick leave will not accrue during a leave of absence. Employee insurance coverage may be in full or partial effect during the leave of absence, at the discretion of NLTRA management.

5.5 Pregnancy Disability Leave

NLTRA recognizes that employees may be unable to work for temporary but extended periods of time due to pregnancy, childbirth, or related medical conditions (Pregnancy-Disability). Accordingly, for any employee who is disabled on account of pregnancy, childbirth, or related medical conditions, NLTRA provides Pregnancy-Disability leave for the period of actual disability, up to a maximum of four months.] Pregnancy-Disability leave may be taken intermittently, or on a reduced-hours schedule, as medically advisable, before or after birth, or during any period of time the employee is physically unable to work because of pregnancy, childbirth or -related medical conditions. All leave taken in connection with a specific pregnancy counts toward computing the four-month period. The NLTRA will continue to pay the premium for health insurance coverage while an employee is on leave for pregnancy

disability to the same extent and under the same terms and conditions as would apply had the employee not taken leave. Employees disabled by pregnancy, childbirth, or related medical conditions are entitled to State Disability Insurance (SDI) to the same extent as for all other disabilities. Generally SDI will pay for four weeks before delivery and six to eight weeks after delivery (depending on whether there was a cesarean section), but will extend a woman's eligibility upon certification from her doctor that she is still disabled.

An employee is entitled to a reasonable accommodation for pregnancy, childbirth, or related medical conditions if she so requests and provides NLTRA with medical certification from her health care provider. In addition to other forms of reasonable accommodation, a pregnant employee is entitled to transfer temporarily to a less strenuous or hazardous position or to less hazardous or strenuous duties if she so requests, the transfer request is supported by proper medical certification, and the transfer can be reasonably accommodated.

Whenever possible, NLTRA requests that an employee provide at least thirty (30) days advance notice of the date for which the pregnancy disability leave is sought or transfer begins and the estimated duration of the leave. If thirty (30) days advance is not possible due to a change in circumstances or a medical emergency, notice should be provided as soon as is practical. Leave may be modified as changing medical conditions dictate.

Any request for a Pregnancy-Disability leave must be supported by medical certification from a health care provider, which shall provide the following information: (a) the date on which the employee became disabled due to pregnancy; (b) the probable duration of the period or periods of disability; and (c) an explanatory statement that, due to the disability, the employee is unable to work at all or is unable to perform any one or more of the essential functions of her position without undue risk to herself, her pregnancy, or to other persons. In the case of a Pregnancy-Disability transfer, the medical certification shall provide the following information: (a) the date on which the need to transfer became medically advisable; (b) the probable duration of the period or periods of the need to transfer; and (c) an explanatory statement that, due to the employee's pregnancy, the transfer is medically advisable. Upon expiration of the time period for the leave or transfer estimated by the health care provider, NLTRA may require the employee to provide another medical certification if additional time is requested for leave or transfer.

Unless NLTRA and the employee have already agreed upon the employees return date, an employee who has taken a Pregnancy-Disability leave or transfer must notify Human Resources at least two business days before her scheduled return to work or, as applicable, transfer back to her former position. An employee who timely returns to work at the expiration of her Pregnancy-Disability leave will be reinstated to her former position, or a comparable position, whenever possible and consistent with applicable law. If, for any reason the same position is no longer available, NLTRA will offer a position that is comparable in terms of pay, location, job content, and promotional opportunities, unless no comparable position exists. An employee who fails to return to work at the agreed upon end of the leave period without communicating with one's supervisor or Human Resources will be deemed to have abandoned her employment and the employment will terminate as of the end of that leave period.

Each employee who has taken a Pregnancy-Disability leave or transfer must be released by her doctor to return to work. The release should be in writing and submitted to the [Human Resources Manager] on or before the employees return from a Pregnancy-Disability leave or transfer.

5.6 Bereavement Leave

NLTRA grants leaves of absence to employees in the event of the death of the employee's current spouse, child, parent, legal guardian, brother, sister, grandparent, or grandchild. An employee with such a death in the family may take up to three (3) consecutive scheduled workdays off with pay, with the approval of NLTRA. The employee's supervisor may approve additional unpaid time off.

5.7 Military Leave

Employees who wish to serve in the military and take military leave should contact the CFO for information about their rights before and after such leave. You are entitled to reinstatement upon completion of military service, provided you return or apply for reinstatement within the time allowed by law.

5.8 Jury Duty

Jury duty is a community obligation and your responsibility as a citizen. If called, you must provide a copy of the jury summons to your supervisor at least one week in advance of jury service. FTYR employees are granted a maximum of 15 days of paid jury duty per year. All other employees will be compensated for lost pay in accordance with state law.

5.9 Insurance

NLTRA offers a comprehensive medical insurance plan to full-time year-round employees after three (3) months of employment as a (FTYR) employee. If an employee changes from full-time to part-time status, medical insurance benefits will be terminated. To reinstate medical benefits, the employee must complete ninety (90) days of full-time employment as outlined in **Article 2.1b**. All employees are required to contribute to the cost of premiums for themselves and optional dependents in amounts determined by NLTRA. Details about medical insurance coverage and rates are available in a separate publication distributed by the CFO. NLTRA reserves the right to modify or change the medical insurance plan at its discretion.

5.11 Health Club Membership

NLTRA will reimburse full-time employees for up to \$25.00 per month for membership to a health club. Requests for reimbursements can be submitted monthly or quarterly with documentation to back up the expenditure.

5.12 Retirement Plan

NLTRA provides a retirement plan benefit to eligible employees, as set forth in the Summary Plan Description of the North Lake Tahoe Resort Association 401(k) Profit Sharing Plan available from the CFO.

CONFIRMATION OF RECEIPT OF EMPLOYEE HANDBOOK

I have received my copy of the North Lake Tahoe Resort Association's (NLTRA) employee handbook. I understand and agree that it is my responsibility to read and familiarize myself with the policies and procedures contained in the handbook. I understand that except for employment at-will status, any and all policies or practices can be changed at any time by NLTRA. NLTRA reserves the right to change my hours, wages, and working conditions at any time. I understand and agree that other than the Board of Directors of NLTRA, no manager, supervisor or representative of NLTRA has authority to enter into any agreement, express or implied, for any specific period of time, or to make any agreement for employment other than at-will; only the Board of Directors has the authority to make any such agreement, and then only in writing, signed by the Board of Directors.

I understand and agree that nothing in the employee handbook creates, or is intended to create, a promise or representation of continued employment and that employment at NLTRA is employment at-will; employment may be terminated at the will of either NLTRA or me. My signature below certifies that I understand that the foregoing agreement on at-will status is the sole and entire agreement between NLTRA and me concerning the duration of my employment and the circumstances under which my employment may be terminated. It supersedes all prior agreements, understandings and representations concerning my employment with NLTRA.

Employee's Signature _____

Date _____



Request: To Approve TOT Infrastructure funding in an amount of up to \$112,000. These funds are to provide visitor information in Tahoe City, Truckee and Auburn.

The purpose of the North Lake Tahoe Chamber|CVB|Resort Association's Visitor Information Centers and exhibits is to provide high quality, comprehensive and convenient information services to welcome visitors to North Lake Tahoe and provide them with helpful information to enhance their stay.

Tahoe City Visitor Center

The TC VIC is being relocated from its current location 380 North Lake Blvd., to a new location, 100 North Lake Blvd.

This center is open year-round, week-days and week-ends and provides guests with information concerning North Lake Tahoe. It also provides referral services for North Lake Tahoe Chamber of Commerce members and lodging properties in North Lake Tahoe.

Over the past three years the current Visitor Information Center has an average of 14,611 visitors (walk-ins). The expansion will have a gift shop, sponsorship opportunities, concierge services, library/book shop, local product sales, local gatherings, agency sharing and private business kiosks/displays. This will allow the NLTRA to better service visitors, the entire North Lake Tahoe local business community/Chamber Members and lodging properties.

Construction is slated to start upon approval of this request. The opening date of the new center is set for June 1, 2012. The total projected cost to remodel the new center and provide additional equipment to better assist guests will not exceed \$82,000 (see attached estimate).

Displays in California Welcome Centers

Truckee California Welcome Center

The NLTRA is in the process of creating a North Lake Tahoe specific display in the Truckee California Welcome Center. The display will have racks to distribute the North Lake Tahoe Official Visitor Guide and the Neighborhood map. Request for funds in the amount up to \$15,000.

Auburn California Welcome Center

The NLTRA is in the process of creating a North Lake Tahoe specific display in the Auburn California Welcome Center. The display will have racks to distribute the North Lake Tahoe Official Visitor Guide and the Neighborhood map. Request for funds in the amount up to \$15,000 (see attached estimate).

Information Center - Tahoe City

Building Finishes	Landlord	Tenant	Have Already/Costs	Staff Responsible
Wall frame and build	x			
Door to Conference Room	x			
Return Air	x			
Thermostat move	x			
Electric Outlets in floor	x			
Paint	x			
Carpet	x			
Track lighting for new wall		x	\$ 400	Sandy
Slat wall removal (wall by side door and front retail area stay)	x			
Consulting Fees and Contingency			\$ 10,000	
Bathroom				
Grab Bars	x			
Toilet	x			
Sink	x			
Flooring	x			
Door Signage		x	\$ 25	Emily
Shelves/Cabinet		x	\$ 150	Emily
TP/Hand Towel Dispensers		x	Have already	Emily
Storage				
Solid Door	x			
Shelving in former dressing room		x	\$ 400	Emily
Visitor Center needs - Tenant				
Island Counter			\$ 10,000	Sandy/Emily
Building Signage			\$ 5,000	Sandy/Emily
Computers - 4			\$ 3,560	Lisa
Printers - 2			\$ 250	Lisa
Phones - 3			Have already	Emily/Lisa
POS System for sales/inventory			\$ 2,700	Emily/Lisa
Retail sales racks/shelves			\$ 4,000	Emily
Music System			\$ 300	Emily
Kiosks - 6			\$ 6,000	Sandy
Couches/Chairs - Library			\$ 3,000	Emily/Kym
Chairs-Computer Station (3-Guests)			\$ 450	Emily/Kym
Chairs - Computer Station (3-employees)			\$ 450	Emily/Kym
Brochure Racks - 2			Have already	Emily/Kym
Concierge Desk			Have already	Kym
Internal Signage			\$ 450	Emily/Kym
Touch Screen Technology			\$ 10,000	Sandy
Flat Screen TVs - 2			\$ 4,500	Sandy
Outdoor tables and umbrellas			\$ 1,200	Emily
Vacuum			\$ 300	Emily
Outside lighting			\$ 6,000	Ron
Way-finding signage			\$ 6,600	Ron
Bike Rack			\$ 1,100	Ron
Conf. Room needs - Tenant				
Tables/Chairs			\$ 3,300	Sandy/Deanna
Refrigerator			\$ 200	Sandy/Deanna
Projector			Have already	Sandy/Deanna
White Board/White Wall			\$ 700	Sandy/Deanna
Coffee Maker			\$ 300	Sandy/Deanna
Cabinets			\$ 630	Sandy/Deanna
		Total	\$ 81,965	

Information Center - Tahoe City

Original Infrastructure Funds Request Breakdown vs Incurred Expenses

	Landlord	Tenant	Original Submission with Infra Request	Staff Responsible	NLTRA Actual Expenses	(Over)Under
Building Finishes						
Wall frame and build	x				\$ 2,724	\$ (2,724)
Door to Conference Room	x					\$ -
Return Air	x					\$ -
Thermostat move	x					\$ -
Electric	x				\$ 1,585	\$ (1,585)
Paint	x		\$ -		\$ 1,270	\$ (1,270)
Carpet	x	x	\$ 0		\$ 1,855	\$ (1,855)
Track lighting for new wall		x	\$ 400	Sandy	\$ 107	\$ 293
Glass					\$ 112	\$ (112)
Plumbing					\$ 20	\$ (20)
Slat wall removal (wall by side door and front retail area stay)	x					\$ -
Consulting Fees and Contingency			\$ 10,000		\$ 3,012	\$ 6,988
Bathroom						
Grab Bars	x					\$ -
Toilet	x					\$ -
Sink Faucet	x				\$ 148	\$ (148)
Flooring	x					\$ -
Lighting					\$ 260	\$ (260)
Door Signage		x	\$ 25	Emily		\$ 25
Shelves/Cabinet		x	\$ 150	Emily		\$ 150
TP/Hand Towel Dispensers		x	\$ 0	Emily		\$ -
Storage						
Solid Door	x					\$ -
Shelving in former dressing room		x	\$ 400	Emily		\$ 400
Visitor Center needs - Tenant						
Island Counter			\$ 10,000	Sandy/Emily	\$ 16,178	\$ (6,178)
Building Signage			\$ 5,000	Sandy/Emily	\$ 9,728	\$ (4,728)
Computers - 4			\$ 3,560	Lisa	\$ 3,941	\$ (381)
Printers - 2			\$ 250	Lisa		\$ 250
Phones - 3			\$ -	Emily/Lisa	\$ 932	\$ (932)
POS System for sales/inventory			\$ 2,700	Emily/Lisa	\$ 1,927	\$ 773
Retail sales racks/shelves			\$ 4,000	Emily	\$ 4,080	\$ (80)
Music System			\$ 300	Emily	\$ 291	\$ 9
Kiosks - 6			\$ 6,000	Sandy	\$ 15,413	\$ (9,413)
Couches/Chairs - Library			\$ 3,000	Emily/Kym	\$ 4,078	\$ (1,078)
Chairs-Computer Station (3-Guests)			\$ 450	Emily/Kym	\$ 621	\$ (171)
Chairs - Computer Station (3-employees)			\$ 450	Emily/Kym	\$ 129	\$ 321
Brochure Racks - 2			\$ 0	Emily/Kym		\$ -
Concierge Desk, file cabinet, chair			\$ 0	Kym	\$ 1,011	\$ (1,011)
Internal Signage (outdoor banner)			\$ 450	Emily/Kym	\$ 578	\$ (128)
Touch Screen Technology			\$ 10,000	Sandy		\$ 10,000
Flat Screen TVs - 2			\$ 4,500	Sandy	\$ 1,144	\$ 3,356
Outdoor tables and umbrellas			\$ 1,200	Emily	\$ 1,659	\$ (459)
Vacuum			\$ 300	Emily	\$ 130	\$ 170
Outside lighting			\$ 6,000	Ron		\$ 6,000
Signage			\$ 6,600	Ron	\$ 463	\$ 6,137
Bike Rack			\$ 1,100	Ron		\$ 1,100
Pendant Lighting and new track			\$ -		\$ 1,280	\$ (1,280)
Picture Gallery Hardware			\$ -		\$ 390	\$ (390)
Trash Cans					\$ 1,399	\$ (1,399)
Drink Dispenser			\$ -		\$ 159	\$ (159)
Conf. Room needs - Tenant						
Tables/Chairs			\$ 3,300	Sandy/Deanna	\$ 4,381	\$ (1,081)
Refridgerator			\$ 200	Sandy/Deanna		\$ 200
Projector			\$ -	Sandy/Deanna		\$ -
White Board/White Wall			\$ 700	Sandy/Deanna		\$ 700
Coffee Maker			\$ 300	Sandy/Deanna	\$ 444	\$ (144)
Cabinets			\$ 630	Sandy/Deanna		\$ 630
						\$ -
		Total	\$ 81,965		\$ 81,448	\$ 517



COUNTY OF PLACER

BOARD MEMBERS

JACK DURAN
District 1

JIM HOLMES
District 3

ROBERT M. WEYGANDT
District 2

KIRK UHLER
District 4

JENNIFER MONTGOMERY
District 5

OFFICE OF COUNTY EXECUTIVE

David Boesch, County Executive Officer

175 FULWEILER AVENUE / AUBURN, CALIFORNIA 95603

TELEPHONE: 530/889-4030

FAX: 530/889-4023

www.placer.ca.gov

North Lake Tahoe Resort Association
Attn.: Sandy Evans Hall
PO Box 5459
Tahoe City, CA 96145

March 4, 2013

Dear Sandy:

I am writing to make you aware of some significant concerns the Placer County Executive Office has discovered related to implementation of the Resort Association's Visitor Information Center.

Specifically, in managing this project, it appears that provisions under the November 20, 2012 Contract Section 2. B.), which require competitive bidding and procurement processes, development of and submittal to Placer County scopes of work and contracts, and prevailing wages; and Section 5. E.) 2.), which requires the Resort Association to submit project invoices, expenditures and balances, may have not been followed in all circumstances.

Following a thorough review and several telephone conversations between County Executive Office fiscal staff and the Resort Association's Chief Financial Officer Lisa DeRoulet, we have determined that the documentation provided to date only sufficiently supports payment of \$26,686.59 toward your total \$81,447.92 in expenses. I have attached a list of approved expenses for your review. Because this funding was advanced by the County to the Resort Association, as allowed in Contract Section G. Contract, it is possible that progress payments could be withheld in order to remit any unsupported balance. It is certainly our preference to minimize or eliminate the withholding of any progress payments. To that end, we ask that the Resort Association provide a written response that includes contracts, scopes of work, invoices, receipts and other documentation necessary to back-up the total expense within 15 calendar days. We further extend an offer to coordinate a meeting of key members of our fiscal and management team to work with your staff in reviewing data and documentation gaps.

As we have a shared interest in resolving this matter as soon as possible, I look forward to your response.

Sincerely,

COUNTY OF PLACER

David Boesch,
Placer County Executive Officer

participating external jurisdictions.); 2) undertake its activities to implement in full the *North Lake Tahoe Tourism and Community Investment Master Plan*; and, 3) assist with the planning, development, and implementation of necessary public infrastructure improvements in the Placer County portion of the North Lake Tahoe region.

The Scope of Work may be amended only upon written approval between the RESORT ASSOCIATION and the County Executive Officer; provided, however, that no such amendment shall increase the compensation paid hereunder without execution of a written amendment approved by the Board of Supervisors.

2. CONDUCT OF BUSINESS OF THE ASSOCIATION

- A. All board meetings of the RESORT ASSOCIATION shall be conducted in such a manner as to afford and encourage public attendance and participation. No later than two (2) business days prior to the date of a meeting of the board, the agenda shall be posted at the meeting place and at other appropriate locations in the North Lake Tahoe community, and the RESORT ASSOCIATION'S website. The public shall be given an opportunity to attend each board meeting and to directly address the Board on any item on the agenda and on the business of the RESORT ASSOCIATION generally.
- B. The RESORT ASSOCIATION need not discuss confidential matters involving litigation; attorney-client privileged matters, or personnel issues in public session. The RESORT ASSOCIATION shall make every effort to maximize public input into its decision-making process.
- C. To the extent monies received for projects and programs are expended by the RESORT ASSOCIATION or by a third party under grant from the RESORT ASSOCIATION for service and support in any amount greater than \$25,000, the RESORT ASSOCIATION shall utilize and require any third party to utilize a competitive bidding or procurement process, and in projects involving capital improvements, and shall be solely responsible for compliance with applicable state and federal prevailing wage laws. This process will ensure that the work is awarded in an impartial manner to the most responsive and best qualified contractor making certain that the projects and programs are accomplished in a cost-effective manner. This provision is not applicable to cooperative programs in which the RESORT ASSOCIATION is not a primary partner. Primary partner is defined as funding a 40 percent or greater share of service and support costs. This provision is also not applicable when service and support is being provided by a non-profit public benefit corporation that does not compete with other potential service providers. All service and support including initial pre-project planning and feasibility phases in an amount greater than \$10,000 must be accompanied by a scope of work and contract which is reviewed and approved by the Board of Directors. This includes funds granted for cumulative or phased projects and programs. RESORT ASSOCIATION staff shall within 29 days notify and provide supporting documentation in writing to the Board of Directors for unbudgeted project or program expenses of \$2,500 or greater. Copies of contracts for all services with a value of \$25,000 or higher shall be provided to the COUNTY.
- D. The RESORT ASSOCIATION shall maintain updated bylaws that reflect current Board composition and committee structures.

Lisa deRoulet

To: Jennifer Merchant
Cc: David Boesch; Holly Heinzen; Ron Treabess; Allison McCrossen; April Adams; ronparson@granlibakken.com; phil@cbspizza.com; Bill Rock; Sandy Evans Hall
Subject: Response to County for Request for Additional Documentation and Clarification for VIC billing
Attachments: Response Dated 3.5.13 to County for Additional Clarification.xlsx

Jennifer,
Per the email below, attached are responses to the request for documentation.

Per your direction during our telephone discussion yesterday afternoon, I have not requested new invoices from contractors but have sought to provide the needed clarity for each item highlighted. Some instances where the comment "invoice altered" was noted from the County, the reference was driven by notes I made on an invoice but it did not change the amount paid to a contractor. In other situations, adjustments were made on the documents to reflect the proper amount due to a contractor. If you determine that you would prefer that I request the contractors to prepare new invoices, I would be happy to do so. For ease of reference, I retained the original page number notations but included a new pagination sequence in the upper left corner of each support document.

In reviewing the action items, page 157 identified a discrepancy in which NLTRA paid for labor that should have been absorbed by the landlord as part of the tenant improvements for a total of \$262.50. Additionally, a credit card charge for \$20.03 from Ferguson's for a plumbing item should have been billed to the landlord and not included in the support to the County.

I have also provided a reconciliation of the credit card statement totals identified on the summary sheet to the individual credit card charges. The reconciliation did result in my identifying a \$0.36 difference between the summary total provided to the County of \$21,376.55 versus a total of \$21,376.91 when tallying the individual support documents.

The adjustments noted above result in a downward adjustment of \$282.14 from the original summary amount of \$81,447.92 to \$81,165.06.

Please let me know if you or one of your staff would like to review the additional information with me. I am certain that we can resolve all concerns identified.

Regards,
Lisa

Lisa de Roulet
Chief Financial Officer
North Lake Tahoe Chamber/CVB/Resort Association
Phone: 530-581-8726
Cell: 775-232-8906
Lisa@puretahoenorth.com
www.gotahoenorth.com



north lake tahoe
Chamber | CVB | Resort Association

RESPONSE DATED 3.5.13 TO COUNTY FOR REQUEST FOR ADDITIONAL CLARIFICATION

North Lake Tahoe Visitor Center Request 12/28/2012 \$81,447.92

Amounts Payable - Action/Back-up required

Page number	Vendor	Date	Invoice Number	Estimate/Quote	Job Order	Back-up to invoice	Amount Requested	Amount Approved	Status	Action needed from NUTRA	Response from NUTRA
72	YESCO	5/16/2012	None		566419		4,792.74	0.00	No invoice	Provide invoice	Please see attached documentation. The \$4,792.74 down payment for the sign was included on the contract and not invoiced separately. The invoice you accepted on pg 74 references the contract. I have included the executed contract as part of additional documentation. (See pgs 1-4) Attached is an invoice from Daryn Kratz for \$1,576.81. Daryn invoiced multiple projects on one invoice. However, the amount to be reimbursed to NUTRA is only \$1,276.81. We reduced the amount to be reimbursed to NUTRA by \$300 because that amount was for work unrelated to the Center. (see pgs 5-6)
76	Daryn Kratz	5/2/2012	1379				1,576.81	0.00	Invoice altered/non-VIC requested?	Appears some work is not VIC related - please provide explanation and new invoice	Attached is an invoice from Daryn Kratz for \$1,134.06. Daryn invoiced multiple projects on one invoice. However, the amount to be reimbursed to NUTRA is only \$1,084.06. We reduced the amount to be reimbursed to NUTRA by \$50 because that amount was for work unrelated to the Center. (see pgs 7-8)
77	Daryn Kratz	5/31/2012	1383				1,134.06	0.00	Invoice altered/non-VIC requested?	Appears some work is not VIC related - please provide explanation and new invoice	This was for additional labor to paint the "Whiteboard" wall in the conference room. This was not part of the TI allowances. (see pgs 9-10)
78	Kelly Brothers Painting	5/11/2012	2017				306.00	0.00		Paint to be paid for by landlord - please provide explanation	Rafael was retained by Roger Kahn not by NUTRA. Some of Rafael Almella's time was on captured on Kahn Investment Company invoice 560 for labor they were responsible for under our TI allowance. The balance of the time was for NUTRA expense. Costs were less than \$600 so we did not issue a 1099. (see pgs 11-12)
79	Rafael Almella	5/21/2012	None				599.00	0.00	Employee (Payroll)/Independent Contractor on Kahn invoice	Appears same labor also on Kahn invoice #560 - was 1099 or W-2 issued to worker? - please provide invoice	This amount was the final permit fee. (see pgs 14-15a)
80	Glanfarr & Assoc	7/7/2012	None				128.55	0.00	Reimbursement - check for Glanfarr Invoice #4726 - "Placer Sign Application"	Validate reimbursement for permit was also not paid on Glanfarr Invoice #4726 - "Placer Sign Application"	
81	Victor Campos	5/21/2012	None				600.00	0.00	Employee/Independent Contractor - 1099/able	Provide invoice - was 1099 or W-2 issued to worker?	Please see attached 1099 for Victor Campos. (see pgs 16-18)
84	Mity Lite	4/16/2012	None	34733			1,177.89	0.00	Clearly states "This is not an invoice"	Provide invoice	Invoice attached. (see pgs 19-23)
85	Tahoe TV	6/16/2012	4771				1,143.79	0.00	Reimbursement? Did they buy screens?	Reimburse Tahoe TV for Screens - why reimbursement?	Yes, they bought the screens on our behalf. They are the property of the NUTRA. (see pg 24-25)
88	Alpine Stone Works	4/16/2012	None	1066			1,200.00	0.00	Altered estimate - no invoice	Provide invoice	Alpine Stone Works used the "Estimate" document as their invoice. The contractor requested we pay for materials when they were procured. Originally ASW thought one slab of granite would be sufficient but we needed to order another one. That is \$1200 paid on 5/11/12. The second "Estimate" was the final billing on 6/4/12 when he completed the install. On page 89 you can see the \$1,200 payment credited against the 2 slabs of granite. (see pgs 26-29)
89	Alpine Stone Works	6/4/2012	None	1082			3,675.00	0.00	Altered estimate - no invoice	Provide invoice	This document was not "altered". It has some pencil notations from checking the math. As stated above, the contractor used the "Estimate" document as his invoice. (see pg 30-31)

91	Roundwood	4/3/2012	None			2,700.00	0.00	Altered estimate - no invoice Invoice has \$2,500 down payment OK? Next line	0.00	Provide invoice for total cost does not match back-up provided Total cost 6/5 \$7,469.30 invoice \$7,569.30. Also, invoice #84 (pg 97) has hardware dated 5/30. Could this be for these cabinets?	The document was not "altered". There are pencil notations from checking the math. The contractor used the "estimate" document as his invoice. The remaining amount due to the contractor at install was \$1200, paid on 5/23/12.
92	Bratt Brothers	4/17/2012	None		2,500.00	0.00	"See attached spreadsheet" Attached estimate does not match, is there another spreadsheet?	0.00	Provide receipts-possible duplications	There is a typo on page 94 indicating the total is \$7569.30. The support and our check payments total the proper amount of \$7469.3 Page 87 which references invoice #84 is for a different project. I had included the original estimate for reference. (see pg834-38)	
94	Bratt Brothers	6/4/2012	No #		4,969.30	0.00	Statement from True Value - validate not on other pages	0.00	84.66	Attached are the receipts. There is no duplication between these charges and other build-out related expenses. (see pg 39-40)	
118	Swigard's True Value	4/29/2012			84.66					The invoice is from Kahn Investment Company who retained Gus Hall to do TI work. When I added the hours up on the supporting documentation, Roger Kahn made a two hour math error, so I corrected the invoice to reflect the proper hours. Gus Hall was hired directly by Kahn Investment Company for landlord-covered tenant improvements in the Center. In instances where the work was not covered under the agreed-upon improvements, the NLTRA reimbursed KIC for those costs. (pg 41-50)	
119	Kahn Investment Company	4/30/2012	546		3,026.13	0.00	Altered invoice - Gus Hall - invoice to Sandy Hall - related?	0.00	3,026.13	The landlord agreed to cover the cost of a broadloom carpet. We chose a carpet tile that required additional labor to install. Gus Hall was retained by Roger Kahn not by NLTRA. Gus's time was on captured on Kahn Investment Company invoice 546 for labor NLTRA was responsible for under our TI agreement. Gus Hall is not an employee of NLTRA nor was he retained by NLTRA, so we did not issue a 1099. (pgs 41-50)	
121	Kahn Investment Company	4/7-4/14	528407-408		300.00		Time log for Gus - time for carpet charged to NLTRA - carpet is landlord responsibility		300.00	Invoice altered - employee of independent contractor - W-2 or 1099? Time spent on carpet should be landlord.	

123	GlanFarr & Assoc	1726				1,732.50		Is the \$1.05 Pacer Sign Application paid on page/or his time?	Provide explanation of this expense - see pg 80 for reimbursement - duplicate?	This is not a duplicate payment. This is the initial amount that was due for the permit. (see pg 41a and 14-15a)
125	Functional Designs, LLC					569.06		Additional flooring costs- Quote no. invoice	Provide invoice	This is document was to support the additional charges on KIC invoice 546 on page 119. NLTRA was not directly invoiced from Functional Design for the carpet. Kahn Investment Company was invoiced for and paid for the carpet directly. However, NLTRA was responsible for the costs of the material we chose over the TI allowance. Original pages 124 and 125 represent the supporting materials for the material cost over TI as agreed with KIC. Invoice 546 from KIC has a line item for \$563.06 in which NLTRA
126	Kelly Brothers Painting					369.55		Estimate - no invoice	Provide invoice	This is document was to support the additional charges on KIC invoice 546 on page 119. NLTRA was not directly invoiced from Kelly Brothers for the additional paint colors. Kahn Investment Company was invoiced for and paid for the paint directly. However, NLTRA was responsible for the costs of the material we chose over the TI allowance. Original page 126 represents the supporting document for the cost over TI as agreed with KIC. Invoice 546 from KIC has a line item for \$369.55 which NLTRA has reimbursed KIC. (see pg 41-50)
127	Tahoe Truckee Lumber					4.99				Pages 127 and 128 are support for the \$50.83 in Tahoe Truckee Lumber charges included on Kahn Investment Company's invoice 546. There is one invoice from TILCOs for \$4.99 and one for \$48.84. It appears that KIC picked up an improper amount by \$3.00. (pgs 41-50)
128	Tahoe Truckee Lumber					48.84		Truckee Tahoe s/b \$59.83 not \$0.83	Incorrect amount	
129	True Value					10.19				Original - age 129 is support for the True Value charge on invoice 546 from Kahn Investment Company. (see pg 50)
131	Kahn Investment Company	6/14/2012	560			3,273.06	5,820.03	Back-up does not match the amount requested - commingling infrastructure 0.00 and rent?	Altered invoice. Handwritten amounts on invoice indicate services in infrastructure are not separate. Appears multiple Kahn invoices makes up one line item. Separate line item by invoice and provide unaltered invoices.	Two invoices from Kahn Investment Company (Inv 560 for \$3284.68 and Inv 566 for \$2,535.38) total the amount of \$5,820.03. There is no commingling of infrastructure and rent expense. The deductions from invoice 560 are for utilities that are the responsibility of the landlord during the tenant improvement period. During the construction period of April 1 to May 30th the landlord was responsible for utilities and garbage. However, the utilities were already in NLTRA name. So we deducted these landlord expenses against his invoice to us. (pgs 51-74)
132	Kahn Investment Company - Gus hours		528411			1,725.00		Time log for Gus		Kahn Investment Company hired Gus Hall. NLTRA did not maintain a time log since he was not hired or employed by NLTRA. The support for the hours billed to these NLTRA by Kahn Investment Company were submitted.
133	Kahn Investment Company - Rafael Almell		528416			392.50		Employee/independent Contractor - see page 79	Appears same labor also on handwritten note pg 79 - was 1099 or W-2 issued to worker? - please provide invoice	The same individual was employed by KIC to perform duties for the landlord. In some cases the labor was covered by the tenant improvement allowance; some labor was NLTRA responsibility as it went beyond the TI allowance. Receipt 528416 supports the hours that are NLTRA expense for work related to flooring not covered by the TI allowance. (pg 51-74)
136	GlanFarr & Assoc		1792			1,022.45				Original page 136 is support for the \$1,022.45 listed on Kahn Investment Company invoice 560. (see pg 69)

137	Tahoe Truckee Lumber				26.31				Tahoe Truckee Lumber totals:			This detail was provided as support for the charge on Kahn Investment Company invoice 560 for \$95.54. It appears that KIC tallied the invoices incorrectly resulting in an underbilling to us of \$9.83 (pgs 51-74)
138	Tahoe Truckee Lumber			26.31					Truckee Tahoe Lumber totals \$105.37- invoice states \$95.54 provide new invoice with corrected amount			
139	Tahoe Truckee Lumber			1.60								
140	Tahoe Truckee Lumber			56.69								
141	Tahoe Truckee Lumber			8.03								
142	Tahoe Truckee Lumber			38.14								
143	Tahoe Truckee Lumber			30.88								
144	Tahoe Truckee Lumber			6.97								
145	Tahoe Truckee Lumber			10.26								
146	Tahoe Truckee Lumber			8.00								
147	Tahoe Truckee Lumber			6.96								
148	Tahoe Truckee Lumber			3.28								
149	Tahoe Truckee Lumber			5.89								
150	Tahoe Truckee Lumber			11.77								
151	True Value			39.43					True Value Ok pages 251-253			The True Value receipts provided total \$77.75 and were provided as back up to the amount invoiced to NUTRA from Kahn Investment Company on Invoice 560. (pg 51-74)
152	True Value			26.26					77.57			
153	True Value			11.88								
154	True Value			4.16					True Value			Kahn Investment did not invoice for these amounts and we were not requesting reimbursement for them. We can remove them for the documentation, to avoid any further confusion.
155	Tahoe Truckee Lumber			23.04					Tahoe Truckee Lumber			
156	Tahoe Truckee Lumber			2.12					Tahoe Truckee Lumber			
157	Kahn Investment Company -Gus hours		528421	462.50					should be 8 hours \$200.00			Landlord requested we include this ticket in our June payment. I picked up the full amount of \$462.50 in error. I should have only included the 8 hours @ \$25 per hour for a total of \$200. (see PG 75)

161	USA dequillet credit card	5/28/2012 XXXX9527							0.00	\$7758.70	Receipts do not match amount requested -	0.00	\$7758.70	Reordered the receipts for better clarity - see attached (pg 76-135)
162	Mountain hardware					29.07								
163	MSM - sheet metal					535.24								The requirement to purchase point of sale system was included as part of the total amount we anticipated we needed to operate the Center. Copy of download license attached.
164	Imout					463.86								
165	Mountain Home Center					800.00								
166	Salam					305.91								
167	Mountain Comfort furnishings					621.33								
168	Lowe's					76.34								
169	Pettery Barn					427.65								
170	Ballard Designs					546.90								
171	Doverstock.com					206.71								Agreed
172	Ferguson Enterprises					20.03								
173	Mountain hardware					323.61								
174	Instant Sign Center					473.99								
175	Pettery Barn					396.46								
176	TJ.MAXX					209.93								
177	Robert H Ham					1,648.60								There is a \$17.38 difference between order total and the amount charged to the credit card. This arises when an order is placed online and the exact shipping charges are not known. The credit card charge is my receipt. We included all start up costs for Center.
178	MyKneeb					103.41								
179	MyKneeb					0.00								
180	Swigards					24.66								
181	USA dequillet credit card	4/28/2012 XXXX9527												Reordered the receipts for better clarity - see attached
182	Lowe's					124.90								
183	IdeaPaint					692.52								
184	Overstock.com					1,576.26								
185	Hayneedle					1,170.20								
186	Restoration Hardware					259.88								
187	Versa Products					2,472.97								
188	IdeaPaint					443.31								
189	Computer Technology					2,664.31								
192	FaucetDirect					147.88								
193	Swigards					139.41								
194	Gallery Systems AT Displays					293.54								Receipt is the credit charge but I have attached an order summary
195	Fax ?					0.00								

NLTRA Credit Card Summary Reconciliation to Individual Charge Support

Original amount on summary sheet to County

May Bank of the West - de Roulet	\$	10,180.26
June Bank of the West - de Roulet	\$	7,945.11
June Bank of the West - Evans Hall	\$	504.69
July Bank of the West - de Roulet	\$	1,216.91
August Bank of the West - de Roulet	\$	1,270.73
September Bank of the West - de Roulet	\$	258.85
Total on Summary Worksheet	\$	21,376.55

Credit card charges by individual invoice

3/29/12-4/28/12 de Roulet

Lowes	\$	124.90
Idea Paint	\$	692.82
Overstock	\$	1,576.26
Hayneedle	\$	1,170.20
Restoration Hardware	\$	259.88
Versa Products	\$	2,438.87
Idea Paint	\$	443.31
Computer Technology	\$	2,664.51
Build.com - Faucet Direct	\$	147.88
True Value	\$	129.99
Gallery System Art Displays	\$	293.54
	\$	9,942.16

this was ordered on line, the receipt is the credit charge
 actual credit card charge was \$34.10 less than the original invoice of \$2472.97
 full amount of receipt is \$171.03 but only the vacuum is Center expense

4/29-12-5/28/12 - de Roulet

Mountain Hardware	\$	29.07
MSM Sheet Metal	\$	533.24
Intuit POS	\$	463.86
Mountain Home Center	\$	800.00
Gaiam	\$	305.91
Mountain Comfort	\$	621.33
Lowes	\$	26.34
Pottery Barn	\$	427.65
Ballard Designs	\$	548.90
Sears	\$	206.71
Carlsons Electronics	\$	291.15
Ferguson's	\$	20.03
Mountain Hardware	\$	323.61
Instant Sign Center	\$	473.99
Pottery Barn	\$	996.46
TJ Maxx	\$	209.93
Robert Ham	\$	1,643.60
Robert Ham shipping	\$	17.38
My Knobs	\$	103.41
Instant Sign Center	\$	\$116.34
True Value	\$	24.66
	\$	8,183.57

Agree with County this should be excluded and charged to Kahn Investment Co, adjustment below
 no receipt added to credit card amount processed
 missing receipt other than card charge, contacting vendor for duplicate

4-3-12

5/29/12-6/28/12 - Evans Hall

Robert Ham	\$	93.26
Robert Ham	\$	320.82
Guest Books Go	\$	90.61
	\$	<u>504.69</u>

5/29/12-6/28/12 - de Roulet

One Way Furniture	\$	129.00
Home Depot	\$	80.56
Office Supply Inc	\$	443.57
Wolf Creek Production	\$	104.38
Gallery System Art Displays	\$	96.42
Intuit POS	\$	362.98 additional license
	\$	<u>1,216.91</u>

6/29/12-7/28/12 - de Roulet

Intuit POS	\$	480.00 upgrade
US Markerboard	\$	790.73
	\$	<u>1,270.73</u>

7/29/12-8/28/12 - de Roulet

My Parking Sign	\$	40.95
My Parking Sign	\$	77.90
Compliance Signs	\$	109.00
Compliance Signs	\$	31.00
	\$	<u>258.85</u>
Total of individual invoices	\$	21,376.91

Reconciling amount between Summary and detailed support

Less: Ferguson's

Due to County from credit card analysis

\$	0.36
\$	20.00
\$	<u>(19.64)</u>

should not have been included for County reimbursement, should be billed to Kahn

Summary Total billed to County

NLTRA error on page 157 included labor not on NLTRA account
 Ferguson's invoice to be billed to Kahn Investment Company
 Reconciling difference in credit card detail vs summary

Corrected Summary Total to be billed to County

\$	81,447.92
\$	262.50
\$	20.00
\$	0.36
\$	<u>81,165.06</u>



TRANSIENT OCCUPANCY TAX UPDATE

Jerry Gamez, Director
April 3, 2013



TRANSIENT OCCUPANCY TAX *AGENDA*

- Introductions
- Background
- Ordinance Amending Article 4.16 of the Transient Occupancy Tax Code being presented to the Board of Supervisor's during the April 23rd Meeting
- Questions?



TRANSIENT OCCUPANCY TAX *BACKGROUND*



- Last updated in June 2007
- Exemptions from Tax, Penalties, and Definitions



TRANSIENT OCCUPANCY TAX *BACKGROUND*



- April 23rd Board of Supervisor's Meeting
 - ❖ Introducing an Ordinance Amending Article 4.16 of the Transient Occupancy Tax Code
 - ❖ Primarily for *housekeeping purposes* only
- Extend the TOT sunset date from Sept 2012 to Sept 2022 as a result of the voter approved Measure F



TRANSIENT OCCUPANCY TAX BACKGROUND

- Updates to Improve or Streamline TOT Operations and/or Functions

- Definitions including:

- ✓ Rent
- ✓ Transient
- ✓ Exemptions
- ✓ Registration Certificates
- ✓ Reports and Remittance Waiver & Appeal Process
- ✓ Duty to Keep Records – Right of Inspection
- ✓ Violations



TRANSIENT OCCUPANCY TAX

- Questions?



NLTRA Special Event Grant Funding Summary and Recommendations Round Two Fiscal 2012/2013

The following recommendations were made by the Special Events Task force in a vote of 4 in favor and one abstention.

Tahoe Fat Tire Festival, September 14-15, 2013

Requested Amount: \$2,200

Recommended \$1,500

The 2012 race generated 225 registered riders and approximately 1,000 spectators per day. 75% of the riders were local and 25% were from Reno, Foothills, Sacramento, Bay Area, California & Wisconsin. The 2013 race will be produced by TAMBA and the goal is 500 registered riders. Producers will create a 2013 lodging package to track room nights. This was not possible in 2012 due to being on the same weekend as Tough Mudder and there was no flexibility in lodging rates. This event encourages mountain bikers of all ages and abilities to attend and participate.

North Tahoe ARTour, July 12-14 and July 19-21, 2013

Requested Amount: \$4,000

Recommended: \$3,000

ARTour has hired a new event producer, Carla Beebe whose passion for this event was obvious. To date she has 40 artists signed up for open studio tours, a 40% increase over last year. She is developing a survey to track guests. She is also partnering with Nevada Arts, Placer Arts, North Tahoe Arts and San Francisco Magazine to generate pr. San Francisco Magazine has agreed to give them significant editorial with an ad buy. This event has been revitalized through Carla's efforts and she is looking at a possible second tour in the shoulder season. Funds will be used for marketing campaign.

North Lake Tahoe Bridal Faire, NLTChamber of Commerce, April 13, 2013

Requested Amount: \$5,000

Recommended \$2,500

The bridal faire is designed to market to future brides who are planning their weddings in Lake Tahoe. Included in the faire are wedding vendors, a cake dive, fashion show and each bride will receive a bridal guide to vendors, services, lodging, etc. The requested funds are to offset the cost of printing the guide. There was an expense budget submitted with the application, but no revenue budget. Staff felt the vendor revenues would offset part of the cost of printing the guide.

Squaw Valley Institute 2013 Luminary Speaker Series, Squaw Valley

Requested Amount: \$5,000

Recommended: \$3,000

The grant request is to help offset the costs of the Luminary Speaker Series. The complete 2013 lectures/speakers are included in the event packet. The Executive Director of SVI will send results of her zip code survey for 2012. Staff will work with her to develop a room tracking mechanism.

**Humane Society of Tahoe/Truckee Peaks & Paws Festival, Squaw Valley
August 24-25, 2012**

Requested Amount: \$2,500

Recommended \$1,500

Grant funds will be used for an expanded Facebook campaign reaching into the San Jose, Oakland and Bay Area region with an expected 150,000 impressions. The campaign will be for four months leading up to the festival. Event is a fund raiser for the Humane Society.

NLT Historical Society Weaver's Gathering, August 17, 2013, Tahoe City

Requested Amount: \$2,500

Recommended: \$1,500

Producer wants to expand the vendor marketplace to include classes and demonstrations and educational components. Event saw 200 attendees in 2012. Showcasing our indigenous Washoe Indian culture attracts the Cultural & Heritage enthusiasts to Tahoe. Producer has a strong marketing plan in place.

Kings Beach Passport to Dining, October 3, 2013, Kings Beach

Requested Amount: \$2,000

Recommended: \$1,000

The event is mainly local based but produced 12 tracked room nights for 2012. Director had three properties offering packages for the event. In 2013 Director will utilize NLTRA Cool Deals to offer lodging and ticket packages. Event is held on a Thursday night in the strike zone. This event generates 13% of the annual income for the NTBA.

Total Amount Requested: \$23,200

Total Recommended: \$14,000



RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of Feb 28, 2013

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Executive Summary

Data based on a sample of up to 11 properties in the North Lake Tahoe destination, representing up to 1,703 Units (*MTRiP Census^{1*})

		2012/13	2011/12	Year over Year % Diff
a. Last Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for last month (February) changed by (23.7%)	Occupancy (February) :	58.8%	47.5%	23.7%
North Lake Tahoe Average Daily Rate for last month (February) changed by (7.0%)	ADR (February) :	\$279	\$260	7.0%
North Lake Tahoe RevPAR for last month (February) changed by (32.4%)	RevPAR (February) :	\$164	\$124	32.4%
b. Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (March) changed by (12.0%)	Occupancy (March)	42.2%	37.6%	12.0%
North Lake Tahoe Average Daily Rate for next month (March) changed by (6.6%)	ADR (March) :	\$240	\$225	6.6%
North Lake Tahoe RevPAR for next month (March) changed by (19.4%)	RevPAR (March) :	\$101	\$85	19.4%
c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the prior 6 months changed by (14.1%)	Occupancy	43.2%	37.9%	14.1%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (8.1%)	ADR	\$233	\$215	8.1%
North Lake Tahoe RevPAR for the prior 6 months changed by (23.4%)	RevPAR	\$101	\$82	23.4%
d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the upcoming 6 months changed by (26.1%)	Occupancy	23.3%	18.5%	26.1%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (7.0%)	ADR	\$221	\$207	7.0%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (34.9%)	RevPAR	\$52	\$38	34.9%
e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Feb. 28, 2013 vs. Previous Year				
Rooms Booked during last month (February, 2013) compared to Rooms Booked during the same period last year (February, 2012) for all arrival dates has changed by (-4.0%)	Booking Pace (February)	4.7%	4.9%	-4.0%

* **MTRIP Census:** Total number of rooms reported by participating MTRIP properties as available for short-term rental in the reporting month. This number can vary monthly as inventories and report participants change over time.

DESCRIPTION: The Reservation Activity Outlook Report tracks occupancy, average daily rate (ADR), and revenue per available room (RevPAR); the key metrics most of interest to lodging properties. The report combines the data sets of participating properties into a destination wide view that features three data sets (providing that sufficient information is available) including: i) current YTD occupancy, ii) last YTD occupancy, iii) last season's ending occupancy.

The Reservation Activity Outlook Report is generated on a monthly basis, usually for a 12 month subscription period, and is created from data provided by a group of properties participating in a cooperative manner, and representing a valid set of data as a result.

Report results are provided only to those properties who participate by submitting their data. Additionally, participating properties can order (on an a-la-carte basis) an individual report which shows the reservation activity of their property, measured against an aggregated set of competitive properties that they choose from amongst MTRIP's other participants.

As is the case in all MTRIP data, all information provided by individual properties is strictly confidential, except when aggregated with other data and indistinguishable as a result.

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RESERVATIONS ACTIVITY REPORT

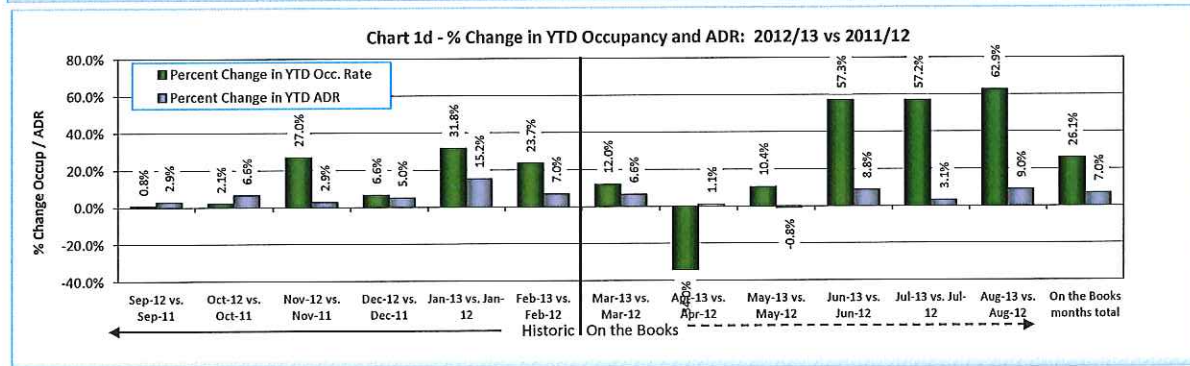
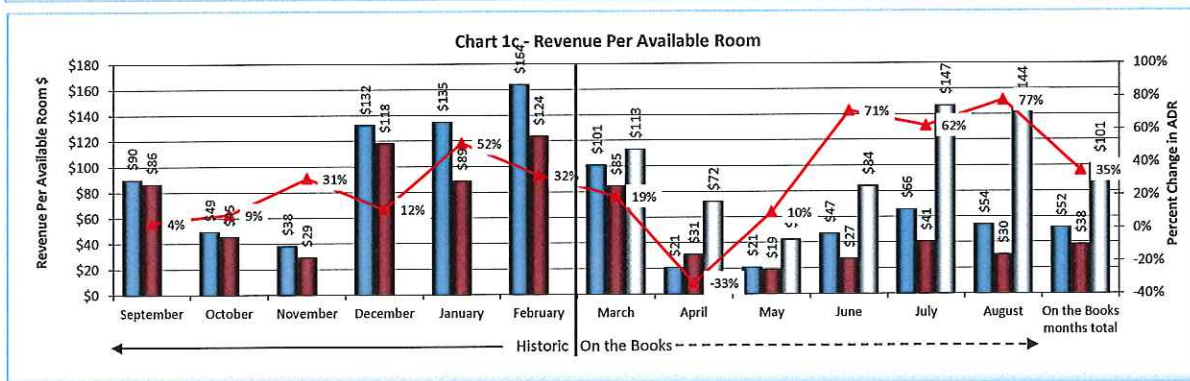
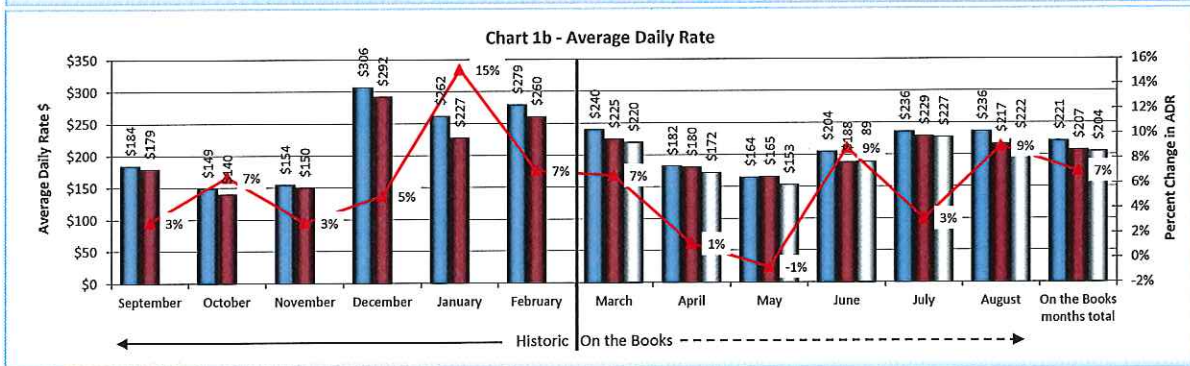
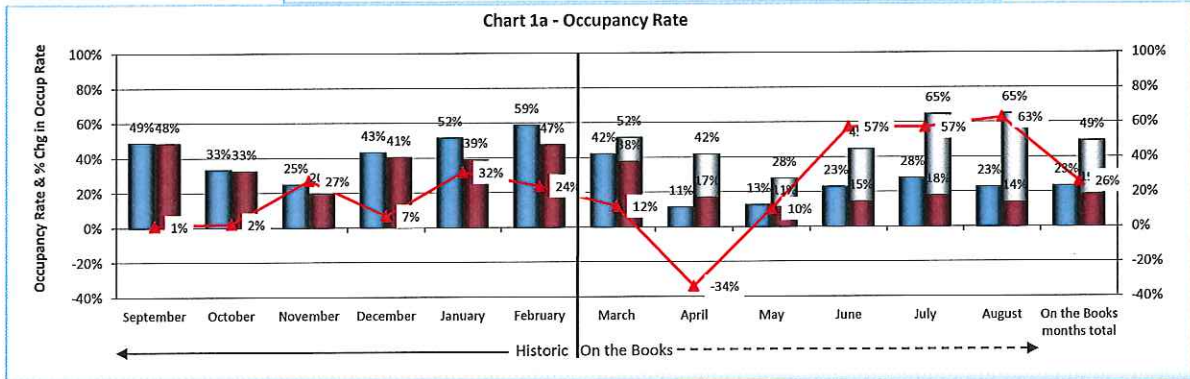
SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

2012/13 YTD (as of Feb 28, 2013) vs. 2011/12 YTD (as of Feb 29, 2012) vs. 2011/12 Historical

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above

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■ Historic Actual (2011/12 season) ■ Data as of February 28, 2013 (2012/13 season)
■ Data as of February 29, 2012 (2011/12 season) — Percent Change



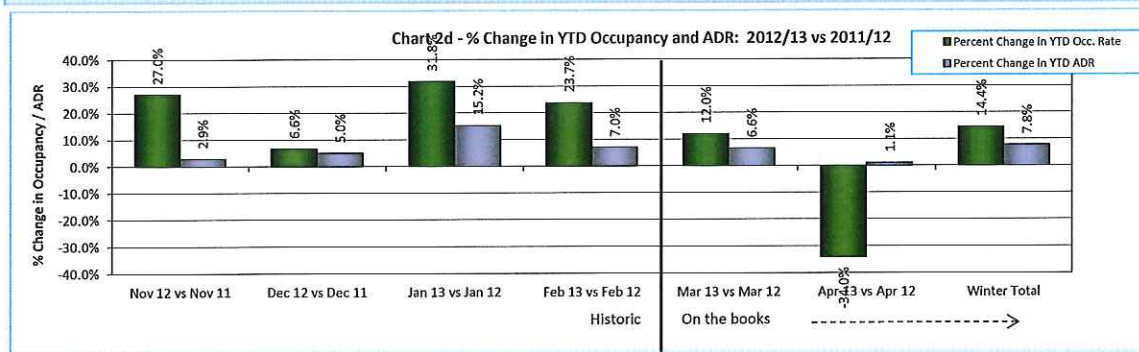
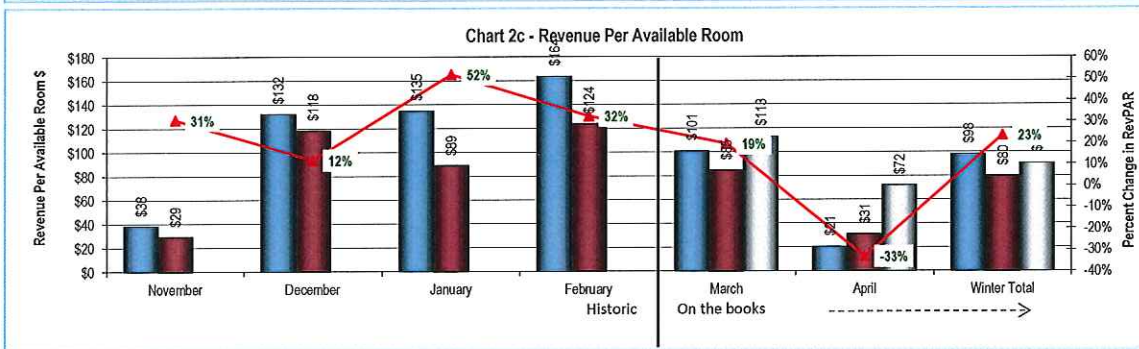
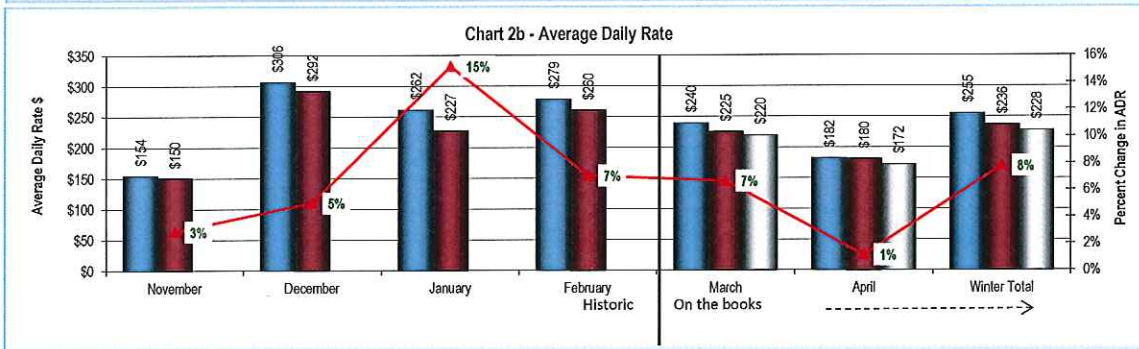
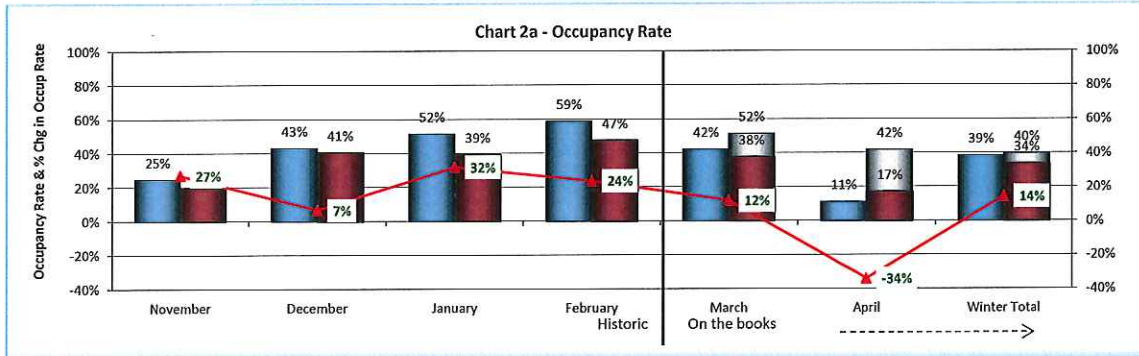
7-2



RESERVATIONS ACTIVITY REPORT SECTION 2 - WINTER SEASON SUMMARY GRAPHS

2012/13 YTD (as of Feb 28, 2013) vs. 2011/12 YTD (as of Feb 29, 2012) vs. 2011/12 Historical
NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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Historic Actual (2011/12 season)
 Data as of February 28, 2013 (2012/13 season)
 Data as of February 29, 2012 (2011/12 season)
▲ Percent Change





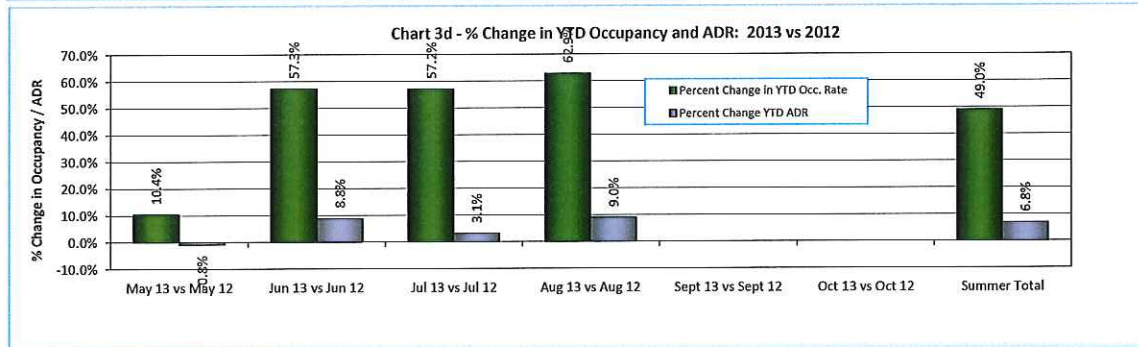
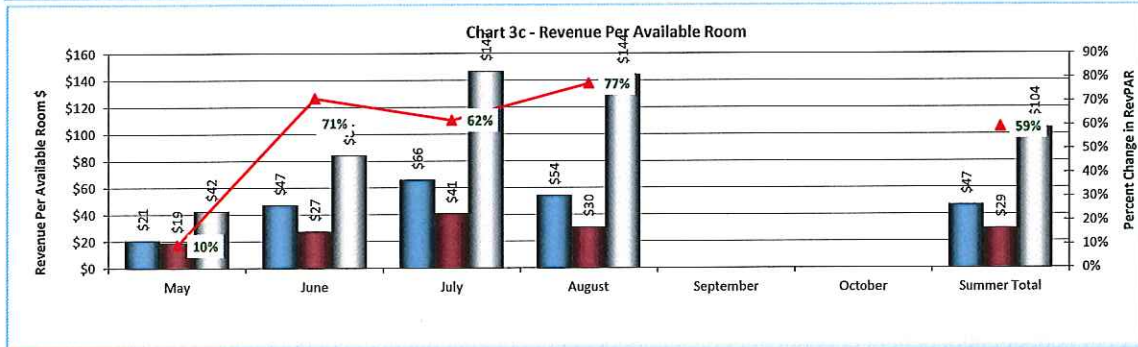
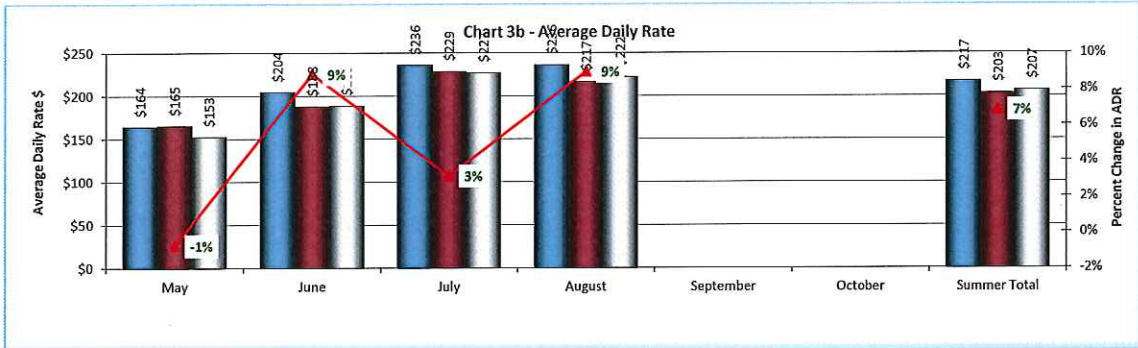
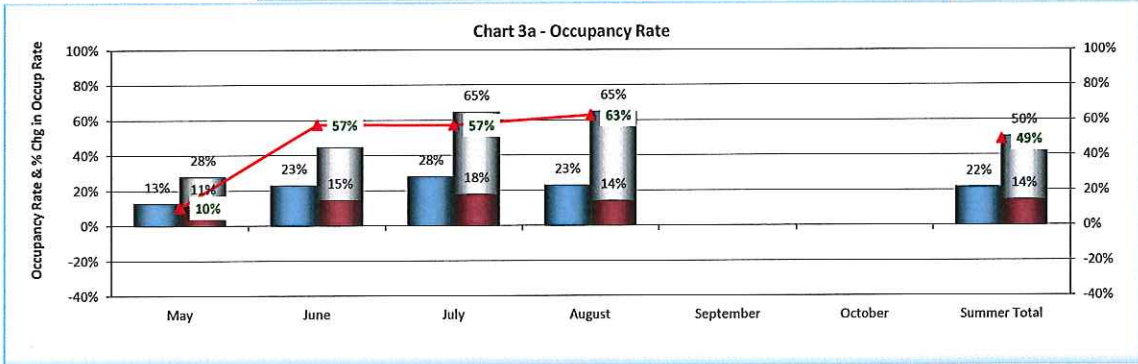
RESERVATIONS ACTIVITY REPORT SECTION 3 - SUMMER SEASON SUMMARY GRAPHS

2013 YTD (as of Feb 28, 2013) vs. 2012 YTD (as of Feb 29, 2012) vs. 2012 Historical

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above

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Historic Actual (2012 Season) Data as of February 28, 2013 (2013 Season)
 Data as of February 29, 2012 (2012 Season) Percent Change



7-4

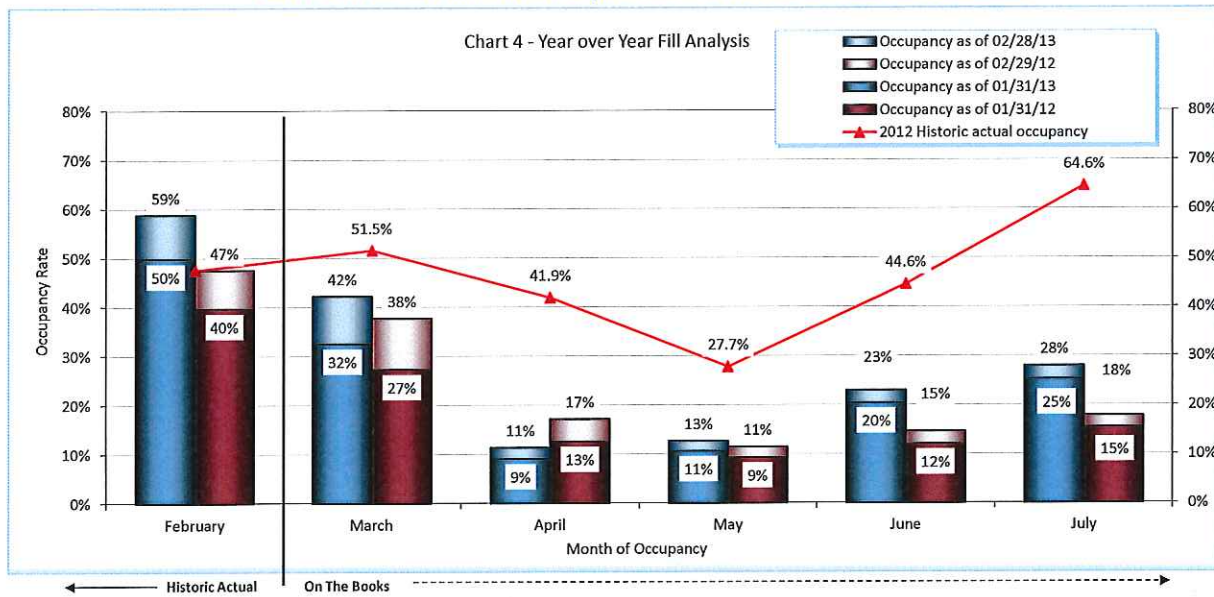


RESERVATIONS ACTIVITY REPORT
SECTION 4 - FILL ANALYSIS

2012/13 Occupancy Pace (as of Feb 28, 2013) vs. 2011/12 Pace (as of Feb 29, 2012) vs. same period 2011/12

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above

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Supporting Table for Chart 4 & Change in Incremental Fill

Month of Occupancy:	OCCUPANCY AS OF FEB 28			OCCUPANCY AS OF JAN 31			INCREMENTAL OCCUP. BOOKED (i.e. FILL DURING MONTH JUST ENDED)		CHG IN INCREMENTAL OCCUP. BOOKED (i.e CHANGE IN FILL)		2012 Historic actual occupancy
	Occupancy as of 02/28/13	Occupancy as of 02/29/12	Absolute Change	Occupancy as of 01/31/13	Occupancy as of 01/31/12	Absolute Change	Incremental occupancy booked during Feb. 2013	Incremental occupancy booked during Feb. 2012	Absolute Change In Incremental Fill	Percent Change in Incremental Fill**	
February	58.8%	47.5%	11.3%	49.8%	39.7%	10.1%	9.0%	7.8%	1.1%	14.7%	47.5%
March	42.2%	37.6%	4.5%	32.5%	27.2%	5.2%	9.7%	10.4%	-0.7%	-7.0%	51.5%
April	11.3%	17.1%	-5.8%	9.0%	12.5%	-3.5%	2.3%	4.6%	-2.3%	-50.2%	41.9%
May	12.6%	11.4%	1.2%	10.6%	9.3%	1.3%	2.0%	2.2%	-0.1%	-5.4%	27.7%
June	22.9%	14.6%	8.3%	20.4%	12.0%	8.4%	2.5%	2.6%	-0.1%	-2.6%	44.6%
July	27.9%	17.7%	10.1%	25.2%	15.4%	9.8%	2.7%	2.4%	0.3%	13.0%	64.6%
Total	28.9%	23.9%	5.0%	24.2%	19.0%	5.2%	4.7%	4.9%	-0.2%	-4.0%	46.3%

**Based on providing complete pacing data within a given month of occupancy only. Results may differ from those presented elsewhere in report if property set differs."

**Results for "percent change in incremental fill" indicate how room nights booked during the month just ended compare to room nights booked during the same month in the prior year, for occupancy in the month just ended and for the upcoming five months (as well as the six-month period in total). These results provide an indication of the degree to which booking activity occurring during the month just ended was greater or less than booking activity occurring in the same month a year ago -- i.e. a measure of the strength of booking activity occurring during month just ended.



RESERVATIONS ACTIVITY REPORT
SECTION 5A - SUPPORTING DATA TABLES
 Bookings as of Feb 28, 2013

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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OCCUPANCY RATE	OCCUPANCY RATE: YTD 2012/13 VS. YTD 2011/12			Historic Actual Occup. Rate (2011/12 season)	# of Properties in Sample
	Month of Occupancy (2012/13 & 2011/12)	Occup. Rate as of: February 28, 2013 (2012/13 season)	Occup. Rate as of: February 29, 2012 (2011/12 season)		
September		48.8%	48.4%	0.8%	11
October		33.2%	32.6%	2.1%	11
November		24.8%	19.5%	27.0%	11
December		43.2%	40.5%	6.6%	11
January		51.5%	39.1%	31.8%	11
February	Historic Actual	58.8%	47.5%	23.7%	11
March	On the Books	42.2%	37.6%	12.0%	11
April		11.3%	17.1%	-34.0%	11
May		12.6%	11.4%	10.4%	11
June		22.9%	14.6%	57.3%	11
July		27.9%	17.7%	57.2%	11
August		22.9%	14.0%	62.9%	11
Grand total		33.2%	28.2%	17.6%	11
Historic months total		43.2%	37.9%	14.1%	11
On the Books months total		23.3%	18.5%	26.1%	11

AVERAGE DAILY RATE	ADR: YTD 2012/13 VS. YTD 2011/12			Historic Actual ADR (2011/12 season)	# of Properties in Sample
	Month of Occupancy (2012/13 & 2011/12)	ADR as of: February 28, 2013 (2012/13 season)	ADR as of: February 29, 2012 (2011/12 season)		
September		\$184	\$179	2.9%	11
October		\$149	\$140	6.6%	11
November		\$154	\$150	2.9%	11
December		\$306	\$292	5.0%	11
January		\$262	\$227	15.2%	11
February	Historic Actual	\$279	\$260	7.0%	11
March	On the Books	\$240	\$225	6.6%	11
April		\$182	\$180	1.1%	11
May		\$164	\$165	-0.8%	11
June		\$204	\$188	8.8%	11
July		\$236	\$229	3.1%	11
August		\$236	\$217	9.0%	11
Grand total		\$229	\$213	7.6%	11
Historic months total		\$233	\$215	8.1%	11
On the Books months total		\$221	\$207	7.0%	11

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2012/13 VS. YTD 2011/12			Historic Actual RevPAR (2011/12 season)	# of Properties in Sample
	Month of Occupancy (2012/13 & 2011/12)	RevPAR as of: February 28, 2013 (2012/13 season)	RevPAR as of: February 29, 2012 (2011/12 season)		
September		\$90	\$86	3.7%	11
October		\$49	\$45	8.8%	11
November		\$38	\$29	30.6%	11
December		\$132	\$118	12.0%	11
January		\$135	\$89	51.8%	11
February	Historic Actual	\$164	\$124	32.4%	11
March	On the Books	\$101	\$85	19.4%	11
April		\$21	\$31	-33.3%	11
May		\$21	\$19	9.6%	11
June		\$47	\$27	71.2%	11
July		\$66	\$41	62.1%	11
August		\$54	\$30	77.4%	11
Grand total		\$76	\$60	26.5%	11
Historic months total		\$101	\$82	23.4%	11
On the Books months total		\$52	\$38	34.9%	11

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RESERVATIONS ACTIVITY REPORT
SECTION 5b - SUPPORTING WINTER DATA TABLES
Winter Bookings as of Feb 28, 2013

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above

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OCCUPANCY RATE		OCCUPANCY RATE: YTD 2012/13 VS. YTD 2011/12			Historic Actual Occup. Rate (2011/12 season)
		Occup. Rate as of: February 28, 2013 (2012/13 season)	Occup. Rate as of: February 29, 2012 (2011/12 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2012/13 & 2011/12)					
November		24.8%	19.5%	27.0%	
December		43.2%	40.5%	6.6%	
January		51.5%	39.1%	31.8%	
February	Historic Actual	58.8%	47.5%	23.7%	
March	On the Books	42.2%	37.6%	12.0%	51.5%
April		11.3%	17.1%	-34.0%	41.9%
Winter Total		38.5%	33.7%	14.4%	39.8%

AVERAGE DAILY RATE		ADR: YTD 2012/13 VS. YTD 2011/12			Historic Actual ADR (2011/12 season)
		ADR as of: February 28, 2013 (2012/13 season)	ADR as of: February 29, 2012 (2011/12 season)	Percent Change in YTD ADR	
Month of Occupancy (2012/13 & 2011/12)					
November		\$154	\$150	2.9%	
December		\$306	\$292	5.0%	
January		\$262	\$227	15.2%	
February	Historic Actual	\$279	\$260	7.0%	
March	On the Books	\$240	\$225	6.6%	\$220
April		\$182	\$180	1.1%	\$172
Winter Total		\$255	\$236	7.8%	\$228

REVENUE PER AVAILABLE ROOM		REVPAR: YTD 2012/13 VS. YTD 2011/12			Historic Actual RevPAR (2011/12 season)
		RevPAR as of: February 28, 2013 (2012/13 season)	RevPAR as of: February 29, 2012 (2011/12 season)	Percent Change in YTD ADR	
Month of Occupancy (2012/13 & 2011/12)					
November		\$38	\$29	30.6%	
December		\$132	\$118	12.0%	
January		\$135	\$89	51.8%	
February	Historic Actual	\$164	\$124	32.4%	
March	On the Books	\$101	\$85	19.4%	\$113
April		\$21	\$31	-33.3%	\$72
Winter Total		\$98	\$80	23.3%	\$91



RESERVATIONS ACTIVITY REPORT
SECTION 5c - SUPPORTING SUMMER DATA TABLES
Summer Bookings as of Feb 28, 2013

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above

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OCCUPANCY RATE	<u>OCCUPANCY RATE: YTD 2013 VS. YTD 2012</u>			Historic Actual Occup. Rate (2012 Season)
	Occup. Rate as of: February 28, 2013 (2013 Season)	Occup. Rate as of: February 29, 2012 (2012 Season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2013 & 2012)				
May	12.6%	11.4%	10.4%	27.7%
June	22.9%	14.6%	57.3%	44.6%
July	27.9%	17.7%	57.2%	64.6%
August	22.9%	14.0%	62.9%	65.0%
September				
October				
Summer Total	21.5%	14.5%	49.0%	50.5%

AVERAGE DAILY RATE	<u>AVERAGE DAILY RATE: YTD 2013 VS. YTD 2012</u>			Historic Actual ADR (2012 Season)
	ADR as of: February 28, 2013 (2013 Season)	ADR as of: February 29, 2012 (2012 Season)	Percent Change YTD ADR	
Month of Occupancy (2013 & 2012)				
May	\$164	\$165	-0.8%	\$153
June	\$204	\$188	8.8%	\$189
July	\$236	\$229	3.1%	\$227
August	\$236	\$217	9.0%	\$222
September				
October				
Summer Total	\$217	\$203	6.8%	\$207

REVENUE PER AVAILABLE ROOM	<u>RevPAR: YTD 2013 VS. YTD 2012</u>			Historic Actual RevPAR (2012 Season)
	RevPAR as of: February 28, 2013 (2013 Season)	RevPAR as of: February 29, 2012 (2012 Season)	Percent Change in YTD RevPAR	
Month of Occupancy (2013 & 2012)				
May	\$21	\$19	9.6%	\$42
June	\$47	\$27	71.2%	\$84
July	\$66	\$41	62.1%	\$147
August	\$54	\$30	77.4%	\$144
September				
October				
Summer Total	\$47	\$29	59.2%	\$104



north lake tahoe

Chamber | CVB | Resort Association

April 3, 2013

Subject: Resort Triangle Transportation Vision Coalition Update

From: Ron Treabess, Director of Community Partnerships and Planning

Resort Triangle Transportation Vision Coalition (RTTVC) Update:

- Staff will give a verbal update

Decision Considerations:

- Attached is LSC report evaluating implications of three regional transit scenarios

Tourism Master Plan/Strategic Goals:

By 2016, a fully integrated transportation system within the North Lake Tahoe area will effectively link visitor destinations, recreation and lodging products with increased ridership on service on recreational routes of 20% (3% per year).

By 2016, the organization will have provided advocacy for all project and program development that aligned with our mission.

Staff Recommendation:

- No decision is being requested by the Board



TRANSPORTATION PLANNING AND TRAFFIC ENGINEERING CONSULTANTS

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Post Office Box 5875
Tahoe City, California 96145
(530) 583-4053 FAX: (530) 583-5966
info@lsc Tahoe.com
www.lsc trans.com

MEMORANDUM

To: North Tahoe Transit Vision Service/Cost Committee

From: Gordon Shaw, PE, AICP, LSC Transportation Consultants, Inc.

Date: March 13, 2013

RE: North Tahoe Truckee Transportation Vision Service Scenarios

INTRODUCTION

This memo presents an evaluation of the operational, capital and cost implications of the following three regional scenarios for the North Tahoe / Truckee region:

- **Low Alternative** – This would effectively take existing transit services and combine them into a single regional service. No major changes in service levels are included, though some of the spans of service change in order to provide more consistent service.
- **Medium Alternative** – This is a middle ground, which provides some expansion in transit services, focusing on visitor-oriented service enhancements.
- **High Alternative** – This reflects the transit vision as developed in a series of committee meetings.

Table 1 presents a summary of the various alternatives and their implications. All alternatives have the following common characteristics:

- No local services are provided within the resorts.
- Shuttle services solely connecting ski parking areas with nearby base areas, or between base areas, are excluded from the regional service.
- The length of the winter service period is assumed to be identical (116 days, from approximately December 13 through the first full week of April).
- The hours of service (for those services provided) are assumed to be the same, with 12 hours of daytime service in all season (approximately 6:30 AM to 6:30 PM), 6 hours of

evening service in the summer and winter (approximately 6:30 PM to 1:30 AM) and 3 hours of evening service in the off seasons (approximately 6:30 PM to 9:30 PM).

- The North Lake Tahoe Express is included in the regional plan.

The key assumptions that are used in this analysis are presented in Table 2. Unless noted, the same assumptions are used in all three scenarios. Operating costs are based upon the following:

- Some ongoing costs are relatively fixed, such as facility maintenance costs, marketing costs, and administrative staff costs. For the Low Alternative, these costs are assumed to be equal to the annual fixed operating costs of the existing TART program, the Town of Truckee program, and the NLTRA marketing costs.
- Other operating costs (such as fuel, driver wages/benefits, and vehicle maintenance costs) vary directly with the quantity of transit service providers. This "marginal" operating costs is estimated using a unit cost per hour of service.
 - For buses, the 2012/13 budgeted TART costs and quantities were used. Dividing \$2,255,624 in annual marginal operating costs by 25,796 total vehicle service hours yields a unit cost of \$87.44 per vehicle service hour. It is important to note that this rate reflects the current proportion of non-service ("deadhead") to service hours of existing TART services. As TART has a relatively high proportion of non-service to service hours (reflecting the deadhead time needed for the long routes), applying this rate to other services yields conservatively high estimates of overall costs.
 - Vans have a lower marginal unit operating costs than do buses. As TART does not operate vans, a factor was determined based upon the contractor costs for the BlueGO transit program in South Lake Tahoe, which operates both buses and vans. A review of vehicle operating costs and vehicle-hours of service indicates that vans required 18 percent less expenditure per hour of service than do full-sized buses. Applying this factor to the TART bus rate, a marginal unit cost of \$71.40 per vehicle-hour of van service was used.
- Some alternatives would require additional dispatch hours, for expanded Dial-A-Ride services and/or to support additional hours of operations. A figure of \$60 per additional dispatcher hour is assumed, reflecting salaries, benefits and additional utility costs.
- Even if transit services are provided by other organizations, the regional transit entity would require staffing for other functions, including contract management, grants administration, marketing, etcetera. While this will depend on decisions regarding governance of the program, as a "placeholder", the following is assumed to be necessary to fulfill these functions:
 - Chief Executive
 - Planner
 - Administrative Staff
 - Accountant/bookkeeper

- Contracted legal and IT services
- Office space and costs
- Communications
- Insurance
- Incidental expenses (travel, memberships, Board expenses, etc.)

A reasonable estimate of the annual costs of these administrative functions, based on a review of existing costs for similar programs, is \$500,000 per year.

There are, of course, a myriad of permutations that can be considered in future planning, reflecting differences between routes/service in terms of length of season, span of service, specific routes. These scenarios should be considered reasonable examples of potential service levels and costs, which could be further refined in subsequent planning.

It should be emphasized that there are a wide range of scenarios for the actual provision of services. This could include one single organization providing all services. Alternatively, several organizations (including Placer County, the Town of Truckee and/or private firms) could operate elements of the service, marketed and managed as a unified whole. As differing organizations would have differing unit costs, institutional arrangements would affect operating (as well as capital) costs.

Tables 3, 4, and 5 present analyses of operating hours for the Low, Medium, and High Scenarios, respectively. For each season, the number of vehicle-hours and buses in operation are estimated, by route/service and for day versus evening services. Figures 1, 2, and 3 also summarize service levels on each route/service.

LOW SCENARIO

Services

This scenario reflects provision of existing TART, Town of Truckee, and TTD services, with several expansions:

- Daytime service is provided throughout the year on SR 267 between Truckee and North Stateline (along with evening service in winter and summer). This addresses the long-term desire to provide year-round service on this key regional corridor.
- Consistent local service is provided in Truckee throughout the year, along with winter service between Truckee and Donner Summit. This eliminates the existing service plan that reduces service within Truckee during the winter.

Existing Dial-A-Ride service in Truckee would remain. Complementary paratransit Americans with Disabilities Act service in Placer and Washoe Counties would be provided, as at present, by a subsidized taxi program. The current Skier Shuttle program would remain, expanded from the existing five buses to a six-bus program that also serves the Incline Village – Northstar corridor.

Under this scenario, existing fares would remain in place. In addition, existing tripper runs operated by resorts during winter peak periods, to address overcrowding, are assumed to continue.

As shown in Table 3, the annual marginal operating costs for this service are estimated to equal \$5,423,000. Beyond the administrative costs associated with the program management discussed above, costs would not vary significantly from current fixed operating costs for the TART, Town of Truckee and TNT/TMA program management/marketing budgets, as this scenario would not increase dispatching requirements or hours of systemwide operation. These existing costs are as follows:

TART fixed annual operating costs	\$ 791,000
Truckee fixed annual operating costs	\$ 84,000
TMA annual program management costs	\$ 75,000
TOTAL	\$ 950,000

Adding the fixed operating costs to the marginal operating costs, the total annual operating costs of this alternative would be \$7,034,000.

Capital Costs

Capital costs for the Low Scenario are summarized in Table 6:

- The number of buses and vans are calculated by summing the requirements of the individual routes (from Table 3) and identifying the peak requirements of the three operating seasons. A 20 percent space ratio (proportion of spare vehicles to vehicles required in peak operation) or a minimum of two vehicles of each type (whichever is greater) is then added. Average annual capital costs are then calculated by multiplying by the unit costs and dividing by the useful life, as presented in Table 2. While in the short-run the remaining useful life of the existing fleets can be used to put off vehicle costs, in the long run these costs (totaling \$429,000 per year) would be incurred.
- No new passenger facilities would be constructed under this scenario.
- Administrative/Operations facilities under this alternative would be modest, as existing facilities (TART and/or Town) would be adequate.
- If consolidated into a single fleet, it would be appropriate to expand the current TART electronic farebox program to encompass the entire fleet. At a unit cost of approximately \$15,000 per bus, this would total \$150,000.

On an annual basis, assuming that all improvements are funded for full implementation in 10 years, this option would incur an average capital cost of \$780,000 per year.

MEDIUM SCENARIO

Services

Building from the Low Scenario services, the Medium Scenario would add the following key services:

- Winter daytime and evening services every 30 minutes around the Resort Triangle (89, 267 and 28) as well as on the West Shore.
- Summer evening hourly service between Squaw Valley, Truckee, and Northstar, to complete Resort Triangle evening service.
- Provision of summer daytime and winter evening service between Truckee and Donner Summit.
- Offseason evening service around the Resort Triangle and along the West Shore.
- Conversion of the paratransit program in Placer County (and the Incline Village portion of Washoe County) from a taxi subsidy program to a more traditional Dial-A-Ride program. This is expected to be necessary to address the increase in demand for complementary paratransit service under the Americans with Disabilities Act that would accompany an expansion of the overall public transportation program.
- Expansion of the North Lake Tahoe Express by 50 percent, from the current 8 runs per day on each route to 12 runs per day.
- Participation in a summer daytime regional program to connect the Tahoe City Wye area with the South Tahoe Y, via the West Shore, Emerald Bay, and Camp Richardson. Half the costs and vehicle responsibilities of this program are assumed in this program.

One factor considered for this scenario was elimination of existing transit fares. An important consideration regarding elimination of fares is whether the resulting increase in ridership would result in peak passenger loads that would exceed available transit capacity, resulting in turn in the need for additional transit services and operating costs. As discussed in *Transit Cooperative Research Project Report 95: Traveler Responses to Transportation System Changes*, research regarding elimination of fares indicates that a 50 percent increase in ridership can be expected to occur. This in turn indicates that, barring expansion of capacity (such as through increased service frequency), a transit service that currently has passenger loads exceeding 66 percent of capacity would, with elimination of fares, result in passenger loads exceeding capacity (as a 50 percent increase in 66 percent equals 100 percent). At present, there are times (particularly in winter commute periods) when existing transit loads already reach or exceed capacity of existing services.

Table 7 takes this analysis one step further, by considering the ridership and capacity associated with a change in service frequency as well as with elimination of fares. Using standard elasticity analyses procedures, converting an existing service with hourly service to 30 minute headways while also eliminating fares would increase capacity by 100 percent, but would increase ridership by 124 percent (a 49 percent increase associated with the increased

frequency, compounded by a 50 percent increase associated with the elimination of fares). As a result, existing services currently with ridership exceeding roughly 80 percent of capacity would generate overcrowded conditions with these changes. However, conversion from 60 minute to 20 minute headways accompanied with elimination of fares yields an increase in capacity that exceeds the increase in ridership. Based on this analysis, the elimination of fares is not included under this Medium Scenario, and is tied to the provision of 20-minute headways, in the High Scenario.

As shown in Table 4, this scenario would incur an annual operating cost of \$9,037,000. In addition to the current fixed operational costs, fixed costs would be incurred for the following:

- Dispatching for the dial-a-ride program
- Supervision for the additional off-season evening services
- Management of the new transit organization.
- Expansion of supervisor and maintenance staff, beyond the current level of these services. These costs are assumed to increase 20 percent.
- Marketing costs would be expanded. Based on transit industry standards, ongoing marketing costs are assumed to equal 3 percent of operating costs.

In total, administrative/marketing costs under this alternative would equal \$2,265,000 per year. Total annual operating costs would equal on the order of \$11,302,000

Capital Costs

Total fleet requirements under this scenario would consist of 26 buses and 7 vans, resulting in an annual capital cost averaging \$1,163,000 per year.

Passenger facility improvements under this scenario are assumed to consist of the following:

- North Stateline Transit Center – Improvements to existing bus stops at North Stateline. This location make for a better transit center/transfer location than Kings Beach as it provides direct access to North Stateline from the North Shore and 267 corridor, without the need to transfer in Kings Beach, it provides direct service across Kings Beach without the need to transfer, it works well with running times for North Shore, Incline Village, and SR267 routes, and it provides a good location to turn buses around, on streets without residences, which could be a problem in Kings Beach. In addition to enhanced shelters, the bus bays would need to be lengthened to accommodate two buses at a time, on both sides of the highway.
- Improvements to Truckee Train Depot Bus Bays – At this service level, there is the potential need for passengers to transfer between up to four transit buses in downtown Truckee (Truckee – Tahoe City, Truckee – North Stateline, Truckee – Donner Summit, and Truckee Local). Combined with the need to accommodate Greyhound and Amtrak Thruway buses, there is not adequate existing capacity at the Truckee Train Depot to park four buses at a time. Either modifications to the driveways and/or adjacent parking areas would be needed to provide adequate bus capacity, or an entirely new site for a transit center would be required.
- Improved bus stops. Key locations for enhanced bus stops would include:

- East end of Tahoe City
- Other locations along SR 28 in Kings Beach
- Entrance to Squaw Valley
- Truckee Senior Center
- Replacement of existing shelter on Donner Pass Road across from Gateway Center
- Replacement of existing shelter at West End of Donner Lake
- Bus pullouts on Brockway Road at Cedar House and the Regional Park

In addition, other bus stop improvements would occur as part of developments, over time. Expansion of CNG fueling capacity would be needed at the Cabin Creek facility.

Under this scenario, Advanced Public Transit Systems (APTS) technologies would be implemented. This would include Automatic Vehicle Location (AVL) tracking on all vehicles, Automatic Passenger Counters (APCs), and real-time traveler information distributed over the internet and at key bus stops. Total average annual capital costs under this scenario, assuming implementation of all long-term capital items over ten years, would equal \$1,420,600 annually.

HIGH SCENARIO

This scenario represents the ultimate transit vision that has been developed through the workshop and subsequent committee meetings, including the following:

- Provision of daytime winter and summer service every 20 minutes around the Resort Triangle, along the West Shore and into Incline Village.
- Service every 30 minutes between Truckee and Donner Summit during summer and winter days, and every 90 minutes in summer and winter evenings.
- Evening service throughout the year around the Resort Triangle, in Incline Village and along the West Shore.
- Provision of a Kings Beach / Tahoe Vista local route. One small bus would be used to operate a half-hour-long route between Tahoe Vista and Kings Beach. Key stops would include North Tahoe Recreation Area (and nearby residential areas), Boys & Girls Club, Speckled Avenue, State Recreation Area. This route, at 5.3 miles round-trip length, could be operated on a 30-minute cycle length.
- Provision of a Tahoe City local route. One small bus would be used to operate a half-hourly route stretching from Granlibakken Resort through downtown Tahoe City to Lake Forest, Dollar Hill, and the North Tahoe High School/Middle School. This route is 11.8 miles in length, round trip, and would need to be scheduled for 60-minute cycle length.
- Provision of regional connections to Sand Harbor and South Lake Tahoe.
- Provision of complementary paratransit Dial-A-Ride service throughout the area.
- Provision of express winter service connecting ski base areas.

- Expanded North Lake Tahoe Express service, consisting of hourly service on all routes over the majority of the day (16 runs per day in total).

This scenario would incur a marginal operating cost of \$13,917,000 per year. Fixed operating costs would equal \$1,448,100 (including a 40% increase in supervisor/mechanic costs over current service levels). In total, annual operating costs would equal \$2,536,000.

Capital Costs

As summarized in Table 6, the operating plan would require a total of 46 vehicles (35 buses plus 11 vans, including spares). This would require annualized costs of \$1,458,000 per year.

In addition to the passenger facility improvements discussed above regarding the Middle Scenario, the following would be constructed:

- Kings Beach Transit Hub – Enhanced stops on SR 28 would serve as the transfer point between the Kings Beach/Tahoe Vista Local Route and the North Shore and SR 267 routes. This would need to accommodate up to two buses at a time, in both directions. It is assumed that this occurs on public right-of-way, and no land acquisition is required.
- Bus pullouts would be constructed along Donner Pass Road near Donner Lake and over Donner Summit (total of five). An additional eight shelters are included in this scenario, along with additional benches.

Considering the existing parking capacity of the Cabin Creek facility, and that this facility is shared with other Public Works vehicle needs, accommodating a 49-vehicle public transit fleet would require provision of approximately 30 additional bus parking spaces, at a cost (including construction, design, permitting and contingency) of approximately \$129,000.

Advanced Public Transit Systems technologies would be the same as discussed under the Middle Scenario, though the expanded bus fleet would result in increased overall costs.

In total, annual average capital costs under this High Scenario would equal \$2,033,900.

SUMMARY

Table 8 presents the summary of all costs associated with the three alternatives. These totals range from \$7,814,000 for the Low Scenario, through \$12,723,000 for the Medium Scenario, to \$18,487,000 for the High Scenario.

TABLE 1: Summary of Alternatives

	Low Scenario	Medium Scenario	High Scenario
Image	Single Regional "Brand"		
Fares	Existing	Existing	Free
Marketing	Existing	Increased 95%	Increased 190%
Summer Daytime Regional Service	Add Truckee -- North Stateline Hourly Service	Add Service Between Truckee and Donner Summit	20 Minute Service Around Resort Triangle, in Incline Village and On West Shore, 30 Minute Service Truckee -- Donner Summit
Summer Evening Regional Service	Existing	Add Service Between Squaw Valley-Truckee and Truckee-Northstar	30 Minute Service Around Resort Triangle, in Incline Village and On West Shore, 90 Minute Service Truckee -- Donner Summit
Winter Daytime Regional Service		30 Minute Service Around Resort Triangle and On West Shore	20 Minute Service Around Resort Triangle, in Incline Village and On West Shore, 30 Minute Service Truckee -- Donner Summit
Winter Evening Regional Service	Existing	Add Service Between Squaw Valley-Truckee, Truckee-Donner Summit and Truckee-Northstar	30 Minute Service Around Resort Triangle, in Incline Village and On West Shore, 90 Minute Service Truckee -- Donner Summit
Offseason Daytime Regional	Add Truckee -- North Stateline Hourly Service	Add Truckee -- North Stateline Hourly Service	Add Truckee -- North Stateline Hourly Service
Offseason Evening Regional Service	None	Around Resort Triangle and on West Shore Until 9:30	Around Resort Triangle, on West Shore and in Incline Village Until 9:30
Truckee Local Service	Add Truckee Local Winter Service (Consistent Year-Round)	Add Truckee Local Winter Service, Winter and Summer Evening Service	Add Truckee Local Winter Service, Operate every 30 Minutes Year-Round, Winter and Summer Evening Service
Kings Beach / Tahoe Vista Local Service	None	None	30 Minute Service Year Round Daytime and Winter / Summer Evening
Tahoe City / Dollar Hill Local Service	None	None	30 Minute Service Year Round Daytime and Hourly Winter / Summer Evening
Placer/Washoe ADA Service	Taxi Subsidy	Dial-A-Ride	Dial-A-Ride
Emerald Bay Service	--	Summer Daytime Hourly Service	Summer Daytime Hourly Service
Incline Village - Sand Harbor	Summer Daytime 20 Minute Service	Summer Daytime 20 Minute Service	Summer Daytime 20 Minute Service
Skier Shuttle	6 Bus System	6 Bus System	6 Bus System
North Lake Tahoe Express	8 Runs/Day per Route	12 Runs/Day per Route	16 Runs/Day per Route
Passenger Facilities	Existing	Transit Center in North Stateline, Improvements to Truckee Train Station, Improved Bus Stops	Transit Center in North Stateline, Improvements to Truckee Train Station, Kings Beach Transit Hub, Improved Bus Stops
Advanced Technologies	Electronic Fareboxes on All Buses	Automatic Vehicle Location, Real-Time Information, Automatic Passenger Counters	Automatic Vehicle Location, Real-Time Information, Automatic Passenger Counters
Operations Facilities	Administrative Space	Administrative Space, Expand CNG Fueling Capacity	Administrative Space, Additional Bus Parking, Expand CNG Fueling Capacity

TABLE 2: Key Analysis Assumptions

Variable Cost per Bus Service Hour	\$87.44	Per TART 12-13 Cost Model
Variable Cost per Small Bus/Van Service Hour	\$71.70	Based on BlueGO Relative Costs
Dispatch Cost per Additional Hr	\$60.00	
Fleet spare ratio	20%	
Cost per Bus	\$500,000	
Useful Life of Bus	12 Years	
Cost per Van	\$80,000	
Useful Life of Van	7 Years	
Unit Cost of Shelter	\$55,000	
Unit Cost of Pullout	\$25,000	
Unit Cost of Bench	\$800	

Days per Month/Season			
	Low	Medium	High
Dec	19	19	19
Jan	31	31	31
Feb	28	28	28
March	31	31	31
April	7	7	7
Total Winter	116	116	116
May	0	0	7
June	3	16	30
July	31	31	31
August	31	31	31
September	3	15	30
	68	93	129
Offseason	181	156	120

Medium = June 15 to Sept 15

Service Hours per Day	All
Summer Peak	12
Summer Evening	7
Winter Peak	12
Winter Evening	7
Offseason Peak	12
Offseason Evening	3

Total Annual Taxi Paratransit Cost (Low Only) \$30,000

TABLE 3: NORTH TAHOE REGIONAL TRANSIT VISION -- Low Scenario

Season/Service Period/Service Area	Frequency	Runs/Hr	Veh-Hrs In Service	Peak Vehicles		Marginal Operating \$		
				Vans	Buses			
J u n e S u m m e r	Day: 6:30 AM - 6:30 PM							
	Tahoe City -- Truckee	Hourly	1.00	1,632	--	2	\$143,000	
	Truckee -- Crystal Bay	Hourly	1.00	1,632	--	2	\$143,000	
	Tahoe City -- Crystal Bay	30 Min	2.00	1,632	--	2	\$143,000	
	West Shore	Hourly	1.00	816	--	1	\$71,000	
	Truckee -- Donner Summit	--	0.00	0	--	0	\$0	
	Crystal Bay -- Incline Village	30 Min	2.00	816	--	1	\$71,000	
	Truckee Local	Hourly	1.00	816	1	--	\$59,000	
	Kings Beach/Tahoe Vista Local	--	0.00	0	0	--	\$0	
	Tahoe City Local	--	0.00	0	0	--	\$0	
	Complementary Paratransit DAR/Taxi	--	--	1,632	2	--	\$123,000	
	Tahoe City -- Emerald Bay -- South Y	--	0.00	0	--	0	\$0	
	Incline Village - East Shore Express	20 Min	3.00	1,546	--	2	\$135,000	
	S e p t e m b e r	Evening: 6:30 PM - 12:30 PM						
Tahoe City -- Squaw Valley		Hourly	1.00	476	--	1	\$42,000	
Northstar -- Crystal Bay		Hourly	1.00	476	--	1	\$42,000	
Tahoe City -- Crystal Bay		Hourly	1.00	476	--	1	\$42,000	
West Shore		Hourly	1.00	476	--	1	\$42,000	
Truckee -- Donner Summit		--	0.00	0	--	0	\$0	
Crystal Bay -- Incline Village		--	0.00	0	--	0	\$0	
Truckee Local		--	0.00	0	0	--	\$0	
Kings Beach/Tahoe Vista Local		--	0.00	0	0	--	\$0	
Tahoe City Local		--	0.00	0	0	--	\$0	
Complementary Paratransit DAR/Taxi		--	--	0	--	--	\$0	
D e c W i n t e r		Day: 6:30 AM - 6:30 PM						
		Tahoe City -- Truckee	Hourly	1.00	2,784	--	2	\$243,000
		Truckee -- Crystal Bay	Hourly	1.00	2,784	--	2	\$243,000
	Tahoe City -- Crystal Bay	Hourly	1.00	1,392	--	1	\$122,000	
	West Shore	Hourly	1.00	1,392	--	1	\$122,000	
	Truckee -- Donner Summit	90 Min	0.67	1,389	--	1	\$121,000	
	Crystal Bay -- Incline Village	30 Min	2.00	1,392	--	1	\$122,000	
	Truckee Local	Hourly	1.00	1,392	1	--	\$100,000	
	Kings Beach/Tahoe Vista Local	--	0.00	0	0	--	\$0	
	Tahoe City Local	--	0.00	0	0	--	\$0	
	Complementary Paratransit DAR/Taxi	--	--	2,784	2	--	\$209,000	
	Skier Shuttle Express	2 AM, 2 PM	21.31	2,472	--	6	\$216,000	
	A p r i l	Evening: 6:30 PM - 12:30 PM						
		Tahoe City -- Squaw Valley	Hourly	1.00	812	--	1	\$71,000
Northstar -- Crystal Bay		Hourly	1.00	812	--	1	\$71,000	
Tahoe City -- Crystal Bay		Hourly	1.00	812	--	1	\$71,000	
West Shore		Hourly	1.00	812	--	1	\$71,000	
Truckee -- Donner Summit		--	0.00	0	--	0	\$0	
Crystal Bay -- Incline Village		30 Min	2.00	812	--	1	\$71,000	
Truckee Local		--	0.00	0	0	--	\$0	
Kings Beach/Tahoe Vista Local		--	0.00	0	0	--	\$0	
Tahoe City Local		--	0.00	0	0	--	\$0	
Complementary Paratransit DAR/Taxi		--	--	0	--	--	\$0	
S p r i n g / F a l l		Day: 6:30 AM - 6:30 PM						
		Tahoe City -- Truckee	Hourly	1.00	4,344	--	2	\$380,000
		Truckee -- Crystal Bay	Hourly	1.00	4,344	--	2	\$380,000
	Tahoe City -- Crystal Bay	Hourly	1.00	2,172	--	1	\$190,000	
	West Shore	Hourly	1.00	2,172	--	1	\$190,000	
	Truckee -- Donner Summit	--	0.00	0	--	0	\$0	
	Crystal Bay -- Incline Village	30 Min	2.00	2,172	--	1	\$190,000	
	Truckee Local	Hourly	1.00	2,172	1	--	\$156,000	
	Kings Beach/Tahoe Vista Local	--	0.00	0	0	--	\$0	
	Tahoe City Local	--	0.00	0	0	--	\$0	
	Complementary Paratransit DAR/Taxi	--	--	4,344	2	--	\$326,000	
	F a l l	Evening: 6:30 PM - 9:30 PM						
		Tahoe City -- Squaw Valley	--	0.00	0	--	0	\$0
		Northstar -- Crystal Bay	--	0.00	0	--	0	\$0
Tahoe City -- Crystal Bay		--	0.00	0	--	0	\$0	
West Shore		--	0.00	0	--	0	\$0	
Truckee -- Donner Summit		--	0.00	0	--	0	\$0	
Crystal Bay -- Incline Village		--	0.00	0	--	0	\$0	
Truckee Local		--	0.00	0	0	--	\$0	
Kings Beach/Tahoe Vista Local		--	0.00	0	0	--	\$0	
Tahoe City Local		--	0.00	0	0	--	\$0	
Complementary Paratransit DAR/Taxi		--	--	0	--	--	\$0	

TOTAL	Peak Vehicles		Marginal Operating \$
	Vans	Buses	
Summer	3	10	\$1,056,000
Winter	3	14	\$1,853,000
Spring/Fall	3	7	\$1,812,000
Year-Round North Lake Tahoe Express			\$702,000
TOTAL	3	14	\$5,423,000

Includes seasonal TART complementary taxi costs

Includes seasonal TART complementary taxi costs
6 Bus Program: 2013 + Hyatt-Northstar

Includes seasonal TART complementary taxi costs

TABLE 4: NORTH TAHOE REGIONAL TRANSIT VISION -- Medium Scenario

Season/Service Period/Service Area	Frequency	Runs/Hr	Veh-Hrs In Service	Peak Vehicles		Marginal Operating \$
				Vans	Buses	
J u n e S u m m e r	Day: 6:30 AM - 6:30 PM					
	Tahoe City -- Truckee	Hourly	1.00	2,232	2	\$195,000
	Truckee -- Crystal Bay	Hourly	1.00	2,232	2	\$195,000
	Tahoe City -- Crystal Bay	30 Min	2.00	2,232	2	\$195,000
	West Shore	Hourly	1.00	1,116	1	\$98,000
	Truckee -- Donner Summit	90 Min	0.67	1,113	1	\$97,000
	Crystal Bay -- Incline Village	30 Min	2.00	1,116	1	\$98,000
	Truckee Local	Hourly	1.00	1,116	1	\$80,000
	Kings Beach/Tahoe Vista Local	--	0.00	0	0	\$0
	Tahoe City Local	--	0.00	0	0	\$0
	Complementary Paratransit DAR	--	--	4,484	4	\$320,000
	Tahoe City -- Emerald Bay -- South Y	Hourly	1.00	1,674	1.5	\$148,000
	Incline Village - East Shore Express	20 Min	3.00	1,546	2	\$135,000
	Evening: 6:30 PM - 12:30 PM					
	Tahoe City -- Truckee	Hourly	1.00	1,302	2	\$114,000
Truckee -- Crystal Bay	Hourly	1.00	1,302	2	\$114,000	
Tahoe City -- Crystal Bay	30 Min	2.00	1,302	2	\$114,000	
West Shore	Hourly	1.00	651	1	\$57,000	
Truckee -- Donner Summit	--	0.00	0	0	\$0	
Crystal Bay -- Incline Village	30 Min	2.00	651	1	\$57,000	
Truckee Local	Hourly	1.00	651	1	\$47,000	
Kings Beach/Tahoe Vista Local	--	0.00	0	0	\$0	
Tahoe City Local	--	0.00	0	0	\$0	
Complementary Paratransit DAR	--	--	1,302	2	\$93,000	
D e c W i n t e r	Day: 6:30 AM - 6:30 PM					
	Tahoe City -- Truckee	30 Min	2.00	5,568	4	\$487,000
	Truckee -- Crystal Bay	30 Min	2.00	5,568	4	\$487,000
	Tahoe City -- Crystal Bay	30 Min	2.00	2,784	2	\$243,000
	West Shore	30 Min	2.00	2,784	2	\$243,000
	Truckee -- Donner Summit	Hourly	1.00	2,088	1.5	\$183,000
	Crystal Bay -- Incline Village	30 Min	2.00	1,392	1	\$122,000
	Truckee Local	Hourly	1.00	1,392	1	\$100,000
	Kings Beach/Tahoe Vista Local	--	0.00	0	0	\$0
	Tahoe City Local	--	0.00	0	0	\$0
	Complementary Paratransit DAR	--	--	5,568	4	\$399,000
	Skier Shuttle Express	2 AM, 2 PM	21.31	2,472	6	\$216,000
	Evening: 6:30 PM - 12:30 PM					
	Tahoe City -- Truckee	30 Min	2.00	3,248	4	\$284,000
	Truckee -- Crystal Bay	30 Min	2.00	3,248	4	\$284,000
Tahoe City -- Crystal Bay	30 Min	2.00	1,624	2	\$142,000	
West Shore	30 Min	2.00	1,624	2	\$142,000	
Truckee -- Donner Summit	45 Min	1.33	1,624	2	\$142,000	
Crystal Bay -- Incline Village	30 Min	2.00	812	1	\$71,000	
Truckee Local	Hourly	1.00	812	1	\$58,000	
Kings Beach/Tahoe Vista Local	--	0.00	0	0	\$0	
Tahoe City Local	--	0.00	0	0	\$0	
Complementary Paratransit DAR	--	--	1,624	2	\$116,000	
S p r i n g / F a l l	Day: 6:30 AM - 6:30 PM					
	Tahoe City -- Truckee	Hourly	1.00	3,744	2	\$327,000
	Truckee -- Crystal Bay	Hourly	1.00	3,744	2	\$327,000
	Tahoe City -- Crystal Bay	Hourly	1.00	1,872	1	\$164,000
	West Shore	Hourly	1.00	1,872	1	\$164,000
	Truckee -- Donner Summit	--	0.00	0	0	\$0
	Crystal Bay -- Incline Village	30 Min	2.00	1,872	1	\$164,000
	Truckee Local	Hourly	1.00	1,872	1	\$134,000
	Kings Beach/Tahoe Vista Local	--	0.00	0	0	\$0
	Tahoe City Local	--	0.00	0	0	\$0
	Complementary Paratransit DAR	--	--	7,488	4	\$537,000
	Evening: 6:30 PM - 9:30 PM					
	Tahoe City -- Truckee	Hourly	1.00	936	2	\$82,000
	Truckee -- Crystal Bay	Hourly	1.00	936	2	\$82,000
	Tahoe City -- Crystal Bay	Hourly	1.00	468	1	\$41,000
West Shore	Hourly	1.00	468	1	\$41,000	
Truckee -- Donner Summit	--	0.00	0	0	\$0	
Crystal Bay -- Incline Village	30 Min	2.00	468	1	\$41,000	
Truckee Local	--	0.00	0	0	\$0	
Kings Beach/Tahoe Vista Local	--	0.00	0	0	\$0	
Tahoe City Local	--	0.00	0	0	\$0	
Complementary Paratransit DAR	--	--	936	2	\$67,000	

TOTAL	Peak Vehicles		Marginal Operating \$
	Vans	Buses	
Summer	5	13	\$2,155,000
Winter	5	21	\$3,719,000
Spring/Fall	5	7	\$2,171,000
Year-Round North Lake Tahoe Express			\$992,000
TOTAL	5	21	\$9,037,000

Note: Allocating half to North Tahoe/Truckee

6 Bus Program: 2013 + Hyatt-Northstar

TABLE 5: NORTH TAHOE REGIONAL TRANSIT VISION -- High Scenario

Season/Service Period/Service Area	Frequency	Runs/Hr	Veh-Hrs In Service	Peak Vehicles		Marginal Operating \$
				Vans	Buses	
M e m o r i a l S u m m e r S e p t e m b e r D e c W i n t e r A p r i l S p r i n g / F a l l	Day: 6:30 AM - 6:30 PM					
	Tahoe City -- Truckee	20 Min	3.00	9,288	6	\$812,000
	Truckee -- Crystal Bay	20 Min	3.00	9,288	6	\$812,000
	Tahoe City -- Crystal Bay	20 Min	3.00	4,644	3	\$406,000
	West Shore	20 Min	3.00	4,644	3	\$406,000
	Truckee -- Donner Summit	30 Min	2.00	4,644	3	\$406,000
	Crystal Bay -- Incline Village	20 Min	3.00	3,093	2	\$270,000
	Truckee Local	30 Min	2.00	3,096	2	\$222,000
	Kings Beach/Tahoe Vista Local	30 Min	2.00	1,548	1	\$111,000
	Tahoe City Local	30 Min	2.00	3,096	2	\$222,000
	Complementary Paratransit DAR	--	--	6,192	4	\$444,000
	Tahoe City -- Emerald Bay -- South Y	Hourly	1.00	2,322	1.5	\$203,000
	Incline Village - East Shore Express	20 Min	3.00	1,546	2	\$135,000
	Evening: 6:30 PM - 12:30 PM					
	Tahoe City -- Truckee	30 Min	2.00	3,612	4	\$316,000
	Truckee -- Crystal Bay	30 Min	2.00	3,612	4	\$316,000
	Tahoe City -- Crystal Bay	30 Min	2.00	1,806	2	\$158,000
	West Shore	30 Min	2.00	1,806	2	\$158,000
	Truckee -- Donner Summit	90 Min	0.67	901	1	\$79,000
	Crystal Bay -- Incline Village	30 Min	2.00	903	1	\$79,000
Truckee Local	Hourly	1.00	903	1	\$65,000	
Kings Beach/Tahoe Vista Local	30 Min	2.00	903	1	\$65,000	
Tahoe City Local	Hourly	1.00	903	1	\$65,000	
Complementary Paratransit DAR	--	--	1,806	2	\$129,000	
Day: 6:30 AM - 6:30 PM						
Tahoe City -- Truckee	20 Min	3.00	8,352	6	\$730,000	
Truckee -- Crystal Bay	20 Min	3.00	8,352	6	\$730,000	
Tahoe City -- Crystal Bay	20 Min	3.00	4,176	3	\$365,000	
West Shore	20 Min	3.00	4,176	3	\$365,000	
Truckee -- Donner Summit	30 Min	2.00	4,176	3	\$365,000	
Crystal Bay -- Incline Village	20 Min	3.00	2,781	2	\$243,000	
Truckee Local	30 Min	2.00	2,784	2	\$200,000	
Kings Beach/Tahoe Vista Local	30 Min	2.00	1,392	1	\$100,000	
Tahoe City Local	30 Min	2.00	2,784	2	\$200,000	
Complementary Paratransit DAR	--	--	195	4	\$14,000	
Skier Shuttle Express	2 AM, 2 PM	21.31	2,472	6	\$216,000	
Evening: 6:30 PM - 12:30 PM						
Tahoe City -- Truckee	30 Min	2.00	3,248	4	\$284,000	
Truckee -- Crystal Bay	30 Min	2.00	3,248	4	\$284,000	
Tahoe City -- Crystal Bay	30 Min	2.00	1,624	2	\$142,000	
West Shore	30 Min	2.00	1,624	2	\$142,000	
Truckee -- Donner Summit	90 Min	0.67	810	1	\$71,000	
Crystal Bay -- Incline Village	30 Min	2.00	812	1	\$71,000	
Truckee Local	Hourly	1.00	812	1	\$58,000	
Kings Beach/Tahoe Vista Local	30 Min	2.00	812	1	\$58,000	
Tahoe City Local	Hourly	1.00	812	1	\$58,000	
Complementary Paratransit DAR	--	--	1,624	2	\$116,000	
Day: 6:30 AM - 6:30 PM						
Tahoe City -- Truckee	Hourly	1.00	2,880	2	\$252,000	
Truckee -- Crystal Bay	Hourly	1.00	2,880	2	\$252,000	
Tahoe City -- Crystal Bay	Hourly	1.00	1,440	1	\$126,000	
West Shore	Hourly	1.00	1,440	1	\$126,000	
Truckee -- Donner Summit	--	0.00	0	0	\$0	
Crystal Bay -- Incline Village	30 Min	2.00	1,440	1	\$126,000	
Truckee Local	Hourly	1.00	1,440	1	\$126,000	
Kings Beach/Tahoe Vista Local	30 Min	2.00	1,440	1	\$126,000	
Tahoe City Local	Hourly	1.00	1,440	1	\$126,000	
Complementary Paratransit DAR	--	--	5,760	4	\$413,000	
Evening: 6:30 PM - 9:30 PM						
Tahoe City -- Truckee	Hourly	1.00	720	2	\$63,000	
Truckee -- Crystal Bay	Hourly	1.00	720	2	\$63,000	
Tahoe City -- Crystal Bay	Hourly	1.00	360	1	\$31,000	
West Shore	Hourly	1.00	360	1	\$31,000	
Truckee -- Donner Summit	--	0.00	0	0	\$0	
Crystal Bay -- Incline Village	30 Min	2.00	360	1	\$31,000	
Truckee Local	--	0.00	0	0	\$0	
Kings Beach/Tahoe Vista Local	--	0.00	0	0	\$0	
Tahoe City Local	--	0.00	0	0	\$0	
Complementary Paratransit DAR	--	--	720	2	\$52,000	

TOTAL	Peak Vehicles		Marginal Operating \$
	Vans	Buses	
Summer	9	27	\$5,879,000
Winter	9	29	\$4,812,000
Spring/Fall	7	7	\$1,944,000
Year-Round North Lake Tahoe Express			\$1,282,000
TOTAL	9	29	\$13,917,000

Note: Allocating half to North Tahoe/Truckee

6 Bus Program: 2013 + Hyatt-Northstar

TABLE 6: Capital Costs

	Scenario		
	Low	Medium	High
Vehicles			
<u>Buses</u>			
Peak in Service	14	21	29
Spares	3	5	6
Total	17	26	35
Annualized Cost	\$708,000	\$1,083,000	\$1,458,000
<u>Vans</u>			
Peak in Service	3	5	9
Spares	2	2	2
Total	5	7	11
Annualized Cost	\$57,000	\$80,000	\$126,000
Passenger Facilities			
North Stateline Transit Hub	--	\$300,000	\$300,000
Kings Beach Transit Hub	--	--	\$300,000
Truckee Train Depot Improvements		\$200,000	\$200,000
Key Transit Stop Improvements	\$0	\$468,000	\$1,045,000
<i>Shelters</i>	0	7	15
<i>Pullouts</i>	0	3	8
<i>Benches</i>	0	10	25
Subtotal	\$0	\$968,000	\$1,845,000
Annual over 10 years	\$0	\$96,800	\$184,500
Operations/Administrative Facilities			
30 additional bus parking spaces	\$0	\$0	\$129,000
Additional CNG Fueling Capacity	\$0	\$100,000	\$200,000
Subtotal	\$0	\$100,000	\$329,000
Annual over 10 years	\$0	\$10,000	\$32,900
Advanced Public Transit Systems			
Automatic Vehicle Location on All Vehicles	\$0	\$315,000	\$510,000
Security Cameras on All Vehicles	\$0	\$83,000	\$115,000
Electronic Fareboxes on All Vehicles	\$150,000	\$315,000	\$510,000
Automatic Passenger Counters	\$0	\$495,000	\$690,000
Real-time Traveler Information at Key Stops	\$0	\$100,000	\$300,000
Enhanced Communication System	\$0	\$200,000	\$200,000
Subtotal	\$150,000	\$1,508,000	\$2,325,000
Annual over 10 years	\$15,000	\$150,800	\$232,500
TOTAL ANNUAL AVERAGE CAPITAL COSTS	\$780,000	\$1,420,600	\$2,033,900

TABLE 7: Evaluation of Overall Impact on Ridership vs. Capacity

Existing Headway (min)	60	60	30
Future Level	30	20	20
Elasticity Factor	-0.58	-0.58	-0.48
Impact of Reduction In Headways	1.49	1.89	1.21
Impact of Eliminating Fares	1.50	1.50	1.50
% Change in Psgrs	124%	184%	82%
% Change in Capacity	100%	200%	50%
Ratio of Ridership Increase to Capacity Increase	1.24	0.92	1.64

Source: Transit Cooperative Research Project Report 95: Traveler Responses to Transportation System Changes

TABLE 8: Summary of Total Costs

	Service Scenario		
	Low	Medium	High
Marginal Operating Costs	\$5,423,000	\$9,037,000	\$13,917,000
Administrative/Marketing Costs			
Existing Costs	\$950,000	\$950,000	\$950,000
Additional Dial-A-Ride Dispatch Costs	\$0	\$379,000	\$379,000
Additional Supervisor/Mechanic Costs	\$0	\$121,000	\$242,000
New Organization Administrative Costs	\$500,000	\$500,000	\$500,000
Marketing Costs	\$161,000	\$315,000	\$465,000
Subtotal	\$1,611,000	\$2,265,000	\$2,536,000
Total Annual Operating Costs	\$7,034,000	\$11,302,000	\$16,453,000
Capital Costs	\$780,000	\$1,421,000	\$2,034,000
TOTAL AVERAGE ANNUAL COSTS	\$7,814,000	\$12,723,000	\$18,487,000

Figure 1
 North Tahoe-Truckee Transit Vision - Low Scenario

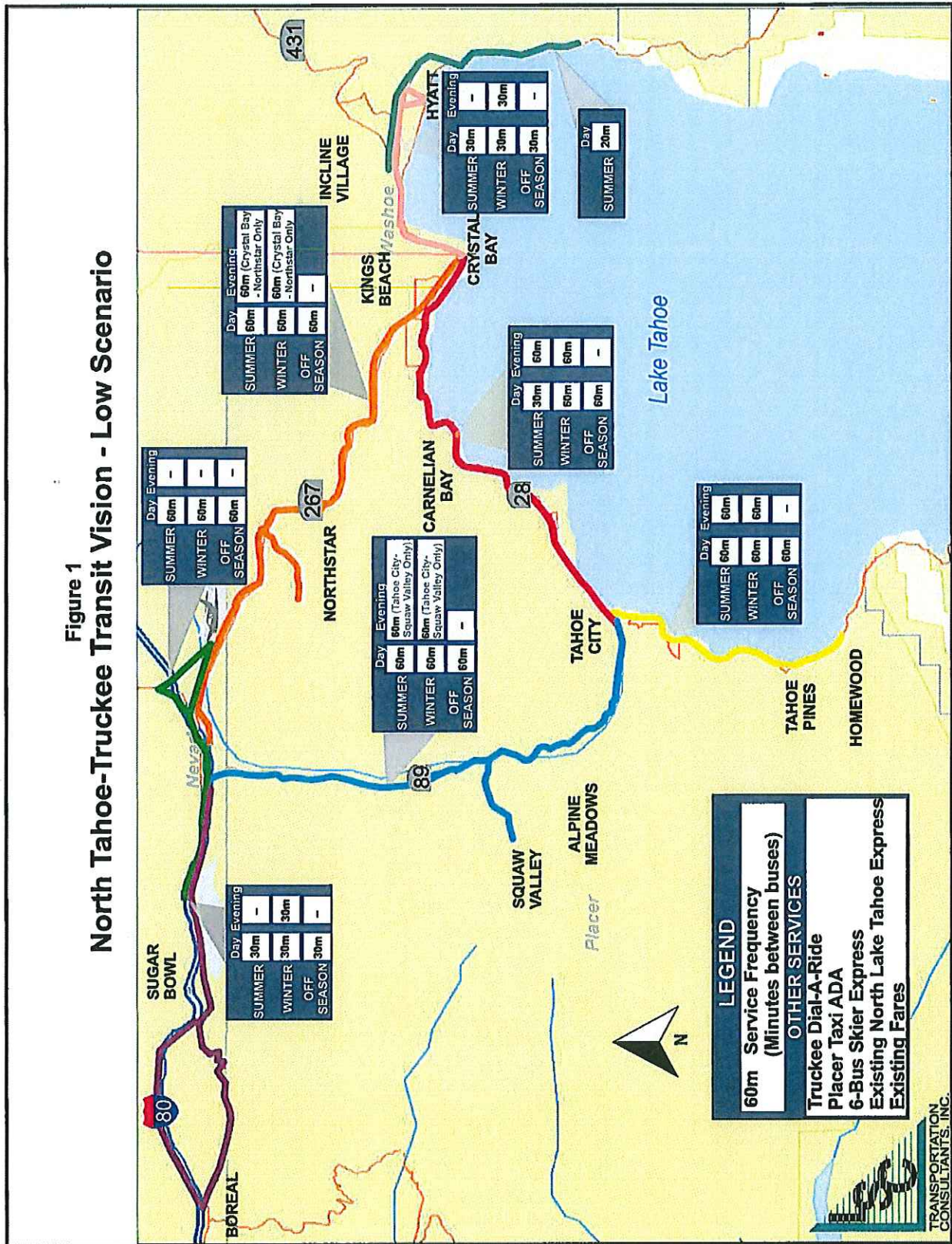


Figure 2
North Tahoe-Truckee Transit Vision - Medium Scenario

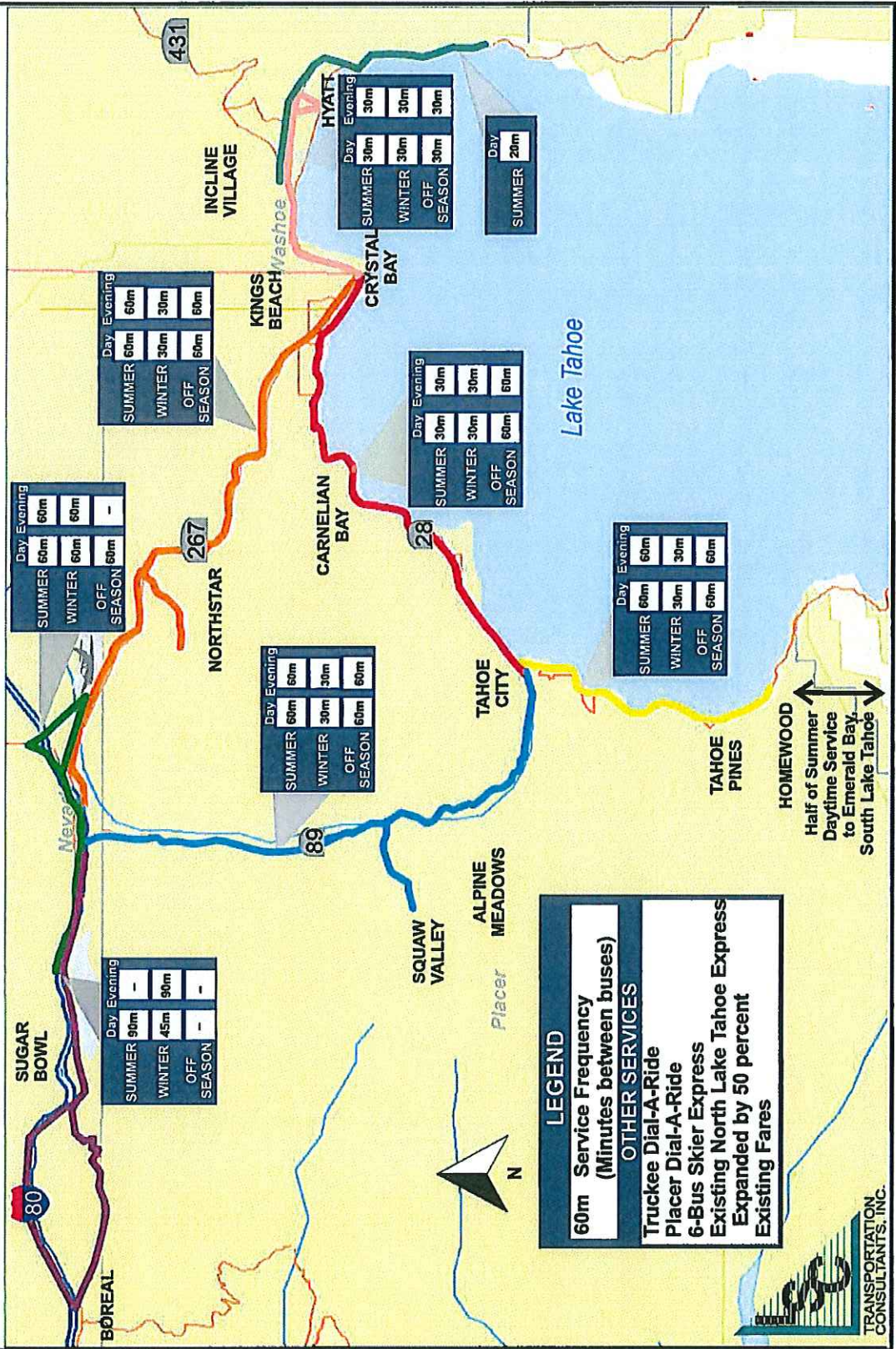
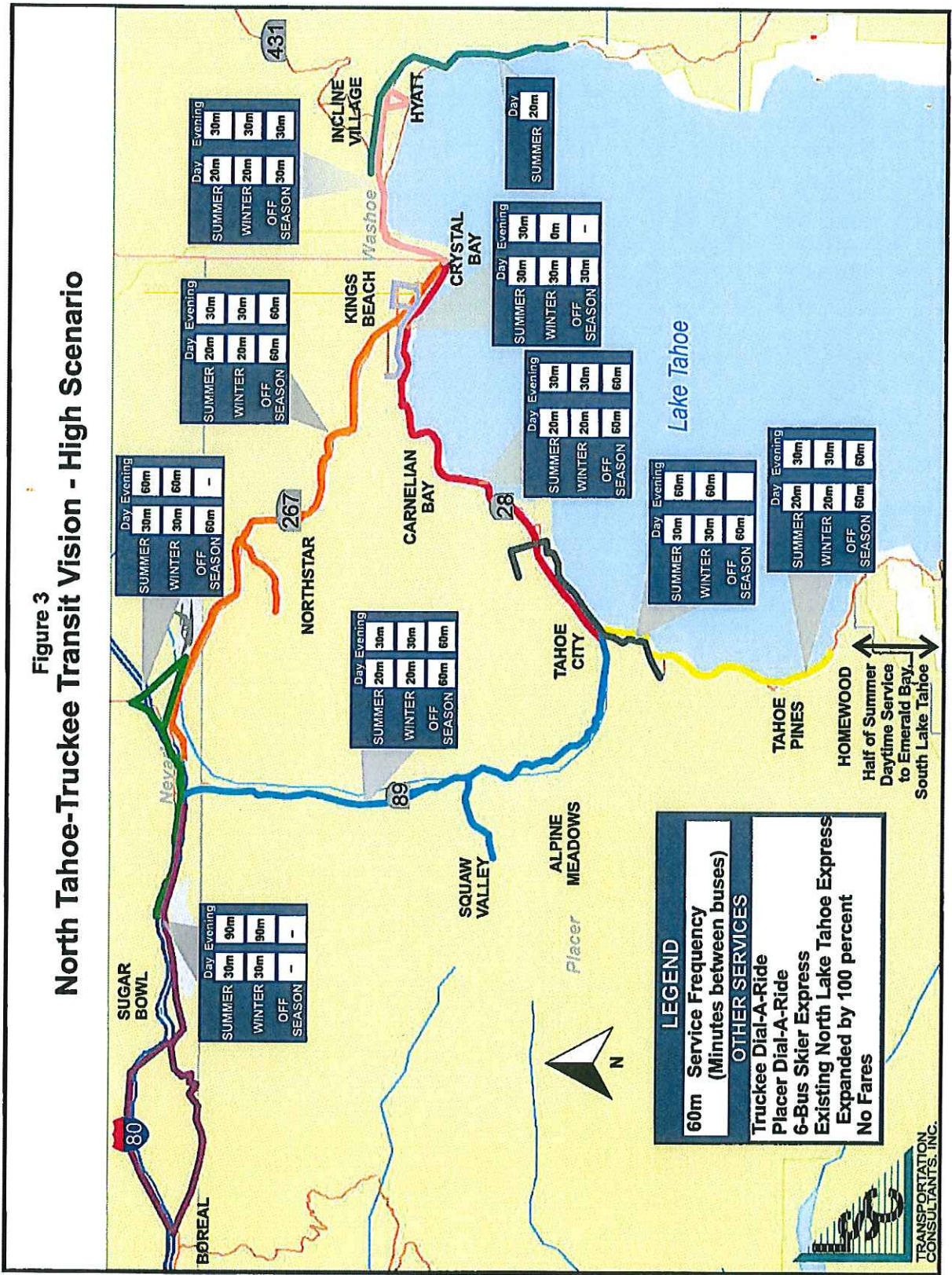


Figure 3
 North Tahoe-Truckee Transit Vision - High Scenario





north lake tahoe

Chamber | CVB | Resort Association

April 3, 2013

Subject: Free Skier Shuttle Update

From: Ron Treabess, Director of Community Partnerships and Planning

Resort Triangle Transportation Vision Coalition (RTTVC) Update:

- Staff will give a verbal update

Decision Considerations:

- Attached is the March 24th Passenger Log Counts

Tourism Master Plan/Strategic Goals:

By 2016, a fully integrated transportation system within the North Lake Tahoe area will effectively link visitor destinations, recreation and lodging products with increased ridership on service on recreational routes of 20% (3% per year).

By 2016, the organization will have provided advocacy for all project and program development that aligned with our mission.

Staff Recommendation:

- No decision is being requested by the Board



freeski shuttle
NORTH TAHOE-TRUCKEE

Final Passenger Count Overview - All Routes
December 22, 2012 - March 24, 2013

AM Passengers - All Routes
1054

PM Passengers - All Routes
2101

Total All Passengers - All Routes
3155

Overall Ridership Productivity:

Days of Service: 12/24/13 - 3/24/13 = 42 days

Overall AM Ridership Per Day: 25.10 passengers

Overall PM Ridership Per Day: 50.02 passengers

Total Overall Ridership Per Day AM & PM passengers: 75.12

Average Ridership Per Bus/Day	AM Ridership	PM Ridership
Incline - Squaw Bus #1	11.1	25.74
Incline - Squaw Bus #2	4.21	16.24
Homewood - Squaw	5.26	5.09
Squaw - Northstar - Squaw	1.98	2.43
Northstar - Squaw + Northstar:	2.55	0.52



December 22, 2012 - March 24, 2013

TMA Program Management Overview:

- 1.) Ambassadors on busses
- 2.) Ski Shuttle collateral distributed upon receipt to our partners, lodging properties, and business partners - 2 Rounds
- 3.) Ski Shuttle signage on TART stops/Combo Signs with Night Rider
- 4.) Park & Ride coordination done with TTUSD – TTD oversight for lot to avoid cost to the program. TMA overseeing Snow Removal with TTUSD. Signage (4) sandwich boards 7-10 AM with parking coordinator on site.
- 5.) Northstar donated their Blue Lot for our Park & Ride guests
- 6.) Passenger logs reviewed with continuous weekly reporting
- 7.) Work with operator regarding service interruptions and notify lodging on any route effected via email blast & follow up phone calls.
- 8.) Ambassadors on board collecting feedback and asking passengers to complete survey.

Skier Shuttle Passenger Counts
Days of Service:
December 24, 25, 26, 27, 28, 29, 30, 31
January 1, 2, 3, 4, 5, 6, 12, 13, 19, 20, 21, 26, 27
February 2, 3, 9, 10, 16, 17, 18, 19, 20, 21, 22, 23, 24
March 2, 3, 9, 10, 16, 17, 23, 24

Hyatt - Squaw Bus #1 AM Runs

Stop		Service Time		Passengers	
		Scheduled		Boarding	Departing
Hyatt	Dep	7:45 AM		94	
Crystal Bay	Dep	8:00 AM		7	
Kings Beach East (Cafente)	Dep	8:06 AM		104	
Kings Beach Central (Daves ski Shop)	Dep	8:07 AM		50	1
Kings Beach West (Safeway TART Stop)	Dep	8:08 AM		31	2
Tahoe Vista East (Firelite Lodge)	Dep	8:09 AM		21	18
Tahoe Vista Central (TART Stop after Anderson Rd)	Dep	8:10 AM		6	
Tahoe Vista West (Cedar Glen Lodge)	Dep	8:11 AM		38	2
Carnelian Bay (TART Stop at 7-11/CB's Pizza)	Dep	8:15 AM		35	8
Dollar Hill (TART Stop - across from 7-11)	Dep	8:18 AM		28	5
Peppertree Inn	Dep	8:21 AM		26	45
Americas Best Value Inn	Dep	8:22 AM		8	2
Bank of America - TART Stop just before	Dep	8:23 AM		7	1
Tahoe City Transit Center (Bay 5)	Arr				24
Tahoe City Transit Center	Dep	8:32 AM		10	
River Ranch	Dep	8:40 AM		1	5
Deer Park (Alpine Meadows)	Dep	8:41 AM			93
Squaw Valley	Arr	8:52 AM			260
Totals:				466	466

Squaw - Hyatt Bus #1 PM Runs

Stop		Service Time		Passengers	
		Scheduled		Boarding	Departing
Squaw Valley	Dep	4:00 PM		734	
Deer Park (Alpine Meadows)	Dep	4:10 PM		147	1
River Ranch Parking Lot	Dep	4:11 PM		8	4
Tahoe City Transit Center (Bay 4)	Arr			1	117
Tahoe City Transit Center	Dep	4:20 PM		46	
Tahoe City - Tahoe Marina Lodge (TART Stop)	Dep	4:22 PM		62	54
Tahoe City - Across from Americas Best Value Inn	Dep	4:23 PM			9
Tahoe City - Across from Pepper Tree	Dep	4:24 PM		65	106
Dollar Hill (7-11)	Dep	4:29 PM		5	154
Carnelian Bay (Garwoods)	Dep	4:33 PM			84
Tahoe Vista West (Tahoe Sands)	Dep	4:36 PM			67
Tahoe Vista Central (Mourelatos)	Dep	4:37 PM		4	17
Tahoe Vista East (TART Stop - E. of National)	Dep	4:38 PM		4	49
Kings Beach West (Red Wolf Lodge)	Dep	4:40 PM		1	58
Kings Beach Central (Ferrari Crown)	Dep	4:45 PM			79
Kings Beach East (TART stop - Across from)	Dep	4:46 PM		2	121
Crystal Bay (TART Stop)	Dep	4:50 PM		2	56
Hyatt	Dep	5:10 PM			105
Totals:				1081	1081

Skier Shuttle Passenger Counts
Days of Service:
December 24, 25, 26, 27, 28, 29, 30, 31
January 1, 2, 3, 4, 5, 6, 12, 13, 19, 20, 21, 26, 27
February 2, 3, 9, 10, 16, 17, 18, 19, 20, 21, 22, 23, 24
March 2, 3, 9, 10, 16, 17, 23, 24

Hyatt - Squaw Bus #2 AM Runs

Stop	Service Time Scheduled	Passengers	
		Boarding	Departing
Hyatt	Dep 8:18 AM	76	
Crystal Bay	Dep 8:33 AM	3	
Kings Beach East (Caliente)	Dep 8:39 AM	23	
Kings Beach Central (Daves ski Shop)	Dep 8:40 AM	1	
Kings Beach West (Safeway TART Stop)	Dep 8:41 AM	4	
Tahoe Vista East (Firelite Lodge)	Dep 8:42 AM	5	
Tahoe Vista Central (TART Stop after Anderson Rd)	Dep 8:43 AM	6	
Tahoe Vista West (Cedar Glen Lodge)	Dep 8:44 AM	9	
Carmelian Bay (TART Stop at 7-11/ CB's Pizza)	Dep 8:48 AM	6	
Dollar Hill (TART Stop - across from 7-11)	Dep 8:51 AM	1	
Peppertree Inn	Dep 8:54 AM	16	
Americas Best Value Inn	Dep 8:55 AM	10	
Bank of America - TART Stop just before	Dep 8:56 AM	10	
Tahoe City Transit Center (Bay 5)	Arr		8
Tahoe City Transit Center	Dep 9:05 AM	7	
River Ranch	Dep 9:10 AM		
Deer Park (Alpine Meadows)	Dep 9:11 AM		38
Squaw Valley	Arr 9:25 AM		131
Totals:		177	177

Squaw - Hyatt Bus #2 PM Runs

Stop	Service Time Scheduled	Passengers	
		Boarding	Departing
Squaw Valley	Dep 4:53 PM	618	
Deer Park (Alpine Meadows)	Dep 5:03 PM	31	4
River Ranch Parking Lot	Dep 5:04 PM	7	
Tahoe City Transit Center (Bay 4)	Arr	3	63
Tahoe City Transit Center	Dep 5:13 PM		8
Tahoe City - Tahoe Marina Lodge (TART Stop)	Dep 5:15 PM		21
Tahoe City - Across from Americas Best Value Inn	Dep 5:16 PM		27
Tahoe City - Across from Pepper Tree	Dep 5:17 PM	16	92
Dollar Hill (7-11)	Dep 5:22 PM		73
Carmelian Bay (Garwoods)	Dep 5:26 PM		50
Tahoe Vista West (Tahoe Sands)	Dep 5:29 PM	1	75
Tahoe Vista Central (Mourelatos)	Dep 5:30 PM		6
Tahoe Vista East (TART Stop - E. of National)	Dep 5:31 PM		26
Kings Beach West (Red Wolf Lodge)	Dep 5:35 PM	5	33
Kings Beach Central (Ferrari Crown)	Dep 5:38 PM		67
Kings Beach East (TART stop - Across from)	Dep 5:39 PM		78
Crystal Bay (TART Stop)	Dep 5:43 PM	1	6
Hyatt	Arr 6:00 PM		53
Totals:		682	682

Skier Shuttle Passenger Counts
Days of Service:
 December 24, 26, 27, 28, 29, 30, 31
 January 1, 2, 3, 4, 5, 6, 12, 13, 19, 20, 21, 26, 27
 February 2, 3, 9, 10, 16, 17, 18, 19, 20, 21, 22, 23, 24
 March 2, 3, 9, 10, 16, 17, 23, 24

Homewood - Squaw AM Runs

Stop	Service Time Scheduled	Passengers	
		Boarding	Departing
Tahoma Post Office	Dep 7:50 AM	7	
TART Stop - Across from Tahoma Meadow	Dep 7:51 AM	4	
Homewood Mt. Resort - TART Stop	Dep 8:00 AM		4
Sunnyside - TART Stop	Dep 8:10 AM	13	
Granlibakken - Porte Cochere	Dep 8:15 AM	60	
Tahoe City Transit Center (Bay 5)	Arr	2	3
Tahoe City Transit Center	Dep 8:25 AM	7	
River Ranch	Dep 8:30 AM	3	2
Deer Park (Alpine Meadows)	Dep 8:31 AM	2	13
Squaw Valley	Arr		74
Squaw Valley	Dep 8:45 AM	5	
Deer Park (Alpine Meadows)	Dep 8:49 AM	1	
River Ranch	Dep 8:50 AM	4	
Tahoe City Transit Center (Bay 4)	Arr		5
Tahoe City Transit Center	Dep 8:16 AM	9	
Granlibakken	Dep 9:20 AM	31	
Sunnyside	Dep 9:25 AM	3	1
Homewood	Dep 9:30 AM		42
Tahoma	Dep 9:40 AM	1	
Homewood	Dep 9:50 AM	1	1
Sunnyside	Dep 10:05 AM	9	
Granlibakken	Dep 10:10 AM	40	
Tahoe City Transit Center (Bay 5)	Arr		
Tahoe City Transit Center	Dep 10:15 AM	8	
River Ranch	Dep 10:20 AM	3	
Deer Park (Alpine Meadows)	Dep 10:21 AM	8	5
Squaw Valley	Arr 10:35 AM		71
Totals:		221	221

Squaw - Homewood PM Runs

Stop	Service Time Scheduled	Passengers	
		Boarding	Departing
Squaw Valley	Dep 3:38 PM	61	
Deer Park (Alpine Meadows)	Dep 3:50 PM	15	1
River Ranch Parking Lot	Dep 3:51 PM		
Tahoe City Transit Center	Arr	1	28
Tahoe City Transit Center (Bay 5)	Dep 4:03 PM	14	
Granlibakken	Dep 4:08 PM		35
Sunnyside	Dep 4:13 PM		10
Homewood	Dep 4:28 PM	38	2
Tahoma	Dep 4:38 PM		21
Homewood	Dep 4:48 PM	25	5
Sunnyside	Dep 4:58 PM	1	4
Granlibakken	Dep 5:03 PM		17
Tahoe City Transit Center	Arr		29
Tahoe City Transit Center (Bay 5)	Dep 5:13 PM	2	
Deer Park (Alpine Meadows)	Dep 5:20 PM		1
River Ranch Parking Lot	Dep 5:21 PM		
Squaw Valley	Arr		4
Squaw Valley	Dep 5:33 PM	55	
Deer Park (Alpine Meadows)	Dep 5:40 PM		1
River Ranch Parking Lot	Dep 5:41 PM		
Tahoe City Transit Center	Arr	2	10
Tahoe City Transit Center (Bay 5)	Dep 5:53 PM		2
Granlibakken	Dep 5:58 PM		44
Sunnyside	Dep 6:03 PM		
Homewood	Dep 6:18 PM		
Tahoma	Arr 6:28 PM		
Totals:		214	214

Skier Shuttle Passenger Counts
Days of Service:
December 24, 25, 26, 27, 28, 29, 30, 31
January 1, 2, 3, 4, 5, 6, 12, 13, 19, 20, 21, 26, 27
February 2, 3, 9, 10, 16, 17, 18, 19, 20, 21, 22, 23, 24
March 2, 3, 9, 10, 16, 17, 23, 24

Squaw - Northstar - Squaw AM Runs

Stop		Service Time		Passengers	
		Scheduled		Boarding	Departing
Squaw Valley (Village East)	Dep	7:45 AM		5	
Truckee Middle School	Dep	8:03 AM		2	
Truckee Train Depot	Dep	8:08 AM		14	1
Cedar House Sport Hotel	Dep	8:10 AM		5	
Larkspur Hotel	Dep	8:11 AM		4	
Hampton Inn	Dep	8:12 AM		2	
Truckee Tahoe Airport	Dep	8:13 AM		1	
Northstar Castle Peak Lot	Arr				30
Northstar Castle Peak Lot	Dep	8:32 AM		16	
Ritz Carlton	Dep	8:39 AM			
Northstar Castle Peak Lot	Arr				
Northstar Castle Peak Lot	Dep	8:46 AM			
Truckee Tahoe Airport	Dep	8:51 AM		8	
Hampton Inn	Dep	8:52 AM			
Larkspur Hotel	Dep	8:53 AM		7	
Cedar House Sport Hotel	Dep	8:54 AM			
Truckee Train Depot	Dep	9:11 AM		13	13
Truckee Middle School	Dep	9:20 AM		6	1
Squaw Valley	Arr	9:38 AM			36
Totals:				83	83

Squaw - Northstar - Squaw PM Runs

Stop		Service Time		Passengers	
		Scheduled		Boarding	Departing
Squaw Valley	Dep	4:46 PM		87	
Truckee Middle School	Dep	5:10 PM		6	60
Truckee Train Depot	Dep	5:15 PM		1	21
Cedar House Sport Hotel	Dep	5:17 PM			5
Larkspur Hotel	Dep	5:18 PM			11
Hampton Inn	Dep	5:19 PM			11
Truckee Tahoe Airport	Dep	5:20 PM			
Northstar Castle Peak Lot	Arr				4
Northstar Castle Peak Lot	Dep	5:30 PM		4	
Ritz Carlton	Dep	5:37 PM			
Northstar Castle Peak Lot	Arr				
Northstar Castle Peak Lot	Dep	5:44 PM			
Truckee Tahoe Airport	Dep	5:50 PM			
Hampton Inn	Dep	5:52 PM			
Larkspur Hotel	Dep	5:53 PM		4	
Cedar House Sport Hotel	Dep	5:54 PM			
Truckee Train Depot	Dep	6:04 PM			
Truckee Middle School	Dep	6:09 PM			
Squaw Valley	Arr	6:27 PM			
Totals:				102	102

Skier Shuttle Passenger Counts
Days of Service:
December 24, 25, 26, 27, 28, 29, 30, 31
January 1, 2, 3, 4, 5, 6, 12, 13, 19, 20, 21, 26, 27
February 2, 3, 9, 10, 16, 17, 18, 19, 20, 21, 22, 23, 24
March 2, 3, 9, 10, 16, 17, 23, 24

Northstar - Squaw - Northstar AM Runs

Stop	Service Time	Passengers		
		Scheduled	Boarding	Departing
Ritz Carlton	Dep 8:00 AM			
Northstar Castle Peak Lot	Arr			
Northstar Castle Peak Lot	Dep 8:07 AM		4	
Truckee Tahoe Airport	Dep 8:12 AM			
Hampton Inn	Dep 8:13 AM		10	
Larkspur Hotel	Dep 8:14 AM		6	
Cedar House Sports Hotel	Dep 8:15 AM			
Truckee Train Depot	Dep 8:30 AM		24	
Truckee Middle School	Dep 8:35 AM		22	
Squaw Valley	Arr			56
Squaw Valley	Dep 8:58 AM		18	
Truckee Middle School	Arr			6
Truckee Middle School	Dep 9:16 AM		1	
Truckee Train Depot	Dep 9:25 AM		4	
Cedar House Sports Hotel	Dep 9:27 AM			
Larkspur Hotel	Dep 9:28 AM		4	
Hampton Inn	Dep 9:29 AM		12	
Truckee Tahoe Airport	Dep 9:30 AM		2	
Northstar Castle Peak Lot	Arr 9:50 AM			45
Totals:			107	107

Northstar - Squaw - Northstar PM Runs

Stop	Service Time	Passengers		
		Scheduled	Boarding	Departing
Northstar Castle Peak Lot	Dep 4:44 PM		16	
Truckee Tahoe Airport	Dep 4:50 PM			
Hampton Inn	Dep 4:52 PM		1	
Larkspur Hotel	Dep 4:54 PM			1
Cedar House Sport Hotel	Dep 4:56 PM			
Truckee Train Depot	Dep 5:04 PM		1	1
Truckee Middle School	Dep 5:10 PM			1
Squaw Valley	Arr			15
Squaw Valley	Dep 5:33 PM		4	
Truckee Middle School	Arr			
Truckee Middle School	Dep 5:51 PM			
Truckee Train Depot	Dep 5:56 PM			2
Cedar House Sport Hotel	Dep 6:00 PM			
Larkspur Hotel	Dep 6:02 PM			
Hampton Inn	Dep 6:04 PM			
Truckee Tahoe Airport	Dep 6:05 PM			
Northstar Castle Peak Lot	Arr			2
Northstar Castle Peak Lot	Dep 6:16 PM			
Ritz Carlton	Arr 6:23 PM			
Totals:			22	22



North Tahoe - Truckee Skier Shuttle Daily Ridership
12/22/12 - 3/24/13

**No Service 12/22 & 12/23 due to weather and safety issues.

Date	Incline-Squaw 1			Incline-Squaw 2			West Shore - Squaw			Squaw - Northstar			Northstar-Squaw			Daily Total - All Routes		
	AM	PM	Total	AM	PM	Total	AM	PM	Total	AM	PM	Total	AM	PM	Total	AM	PM	Total
Monday 12/24	8	20	28	1	11	12	0	6	6	2	1	3	2	0	2	13	38	51
Tuesday 12/25	2	8	10	9	13	22	2	2	4	2	2	4	0	0	0	15	25	40
Wednesday 12/26	4	16	20	11	19	30	2	0	2	0	1	1	0	0	0	17	36	53
Thursday 12/27	16	17	33	5	11	16	3	3	6	1	0	1	1	0	1	26	31	57
Friday 12/28	10	27	37	13	23	36	8	6	14	8	1	9	1	0	1	40	57	97
Saturday 12/29	7	13	20	8	8	16	1	7	8	4	3	7	5	0	5	25	31	56
Sunday 12/30	7	25	32	4	10	14	6	6	12	0	4	4	8	0	8	25	45	70
Monday 12/31	18	27	45	10	17	27	9	12	21	2	4	6	11	6	17	50	66	116
Tuesday 1/1	19	31	50	1	17	18	1	6	7	0	0	0	6	0	6	27	54	81
Wednesday 1/2	15	28	43	4	21	25	11	13	24	2	13	15	8	1	9	40	76	116
Thursday 1/3	13	31	44	4	21	25	17	16	33	4	13	17	8	0	8	46	81	127
Friday 1/4	14	24	38	11	21	32	10	12	22	1	4	5	9	1	10	45	62	107
Saturday 1/5	21	44	65	12	14	26	3	11	14	5	0	5	0	0	0	41	69	110
Sunday 1/6	22	34	56	3	23	26	4	6	10	0	4	4	2	0	2	31	67	98
Saturday 1/12	10	21	31	2	20	22	0	0	0	6	2	8	2	2	4	20	45	65
Sunday 1/13	10	41	51	3	19	22	2	3	5	1	2	3	4	4	4	20	69	89
Saturday 1/19	12	25	37	5	22	27	5	6	11	0	0	0	1	0	1	23	53	76
Sunday 1/20	9	17	26	5	18	23	4	1	5	1	3	4	3	0	3	22	39	61
Monday 1/21	17	41	58	2	25	27	0	5	5	0	1	1	2	0	2	21	72	93
Saturday 1/28	13	39	52	3	21	24	11	0	11	0	0	0	0	0	0	27	60	87
Sunday 1/27	5	36	41	0	25	25	0	3	3	0	1	1	0	1	1	5	66	71
Saturday 2/2	5	28	33	0	6	6	3	2	5	2	1	3	0	0	0	10	37	47
Sunday 2/3	10	15	25	7	8	15	2	0	2	1	0	1	1	2	3	21	25	46
Saturday 2/9	19	16	35	0	18	18	7	4	11	3	2	5	0	0	0	29	40	69
Sunday 2/10	13	34	47	3	18	21	2	7	9	0	1	1	0	0	0	18	60	78
Saturday 2/16	12	37	49	6	3	9	6	1	7	2	3	5	2	0	2	28	44	72
Sunday 2/17	5	17	22	8	25	33	1	0	1	0	3	3	3	1	4	17	46	63
Monday 2/18	12	35	47	4	32	36	5	0	5	0	0	0	1	0	1	22	67	89
Tuesday 2/19	12	36	48	5	21	26	1	2	3	2	1	3	2	0	2	22	60	82
Wednesday 2/20	9	27	36	0	18	18	9	8	17	0	0	0	4	4	8	22	57	79
Thursday 2/21	9	27	36	5	23	28	11	3	14	11	3	14	1	0	1	37	56	93
Friday 2/22	16	45	61	9	13	22	6	3	9	1	0	1	1	0	1	33	61	94
Saturday 2/23	17	36	53	1	20	21	7	13	20	2	3	5	1	0	1	28	72	100
Sunday 2/24	17	35	52	3	30	33	0	4	4	2	4	6	5	0	5	27	73	100
Saturday 3/2	9	12	21	4	14	18	4	9	13	15	1	16	1	0	1	33	36	69
Sunday 3/3	7	19	26	0	14	14	7	10	17	2	4	6	2	0	2	18	47	65
Saturday 3/9	11	30	41	0	0	0	19	3	22	0	4	4	4	0	4	34	37	71
Sunday 3/10	14	21	35	3	6	9	13	10	23	1	10	11	3	0	3	34	47	81
Saturday 3/16	7	9	16	2	10	12	4	3	7	0	2	2	1	0	1	14	24	38
Sunday 3/17	1	10	11	1	15	16	4	4	8	0	1	1	1	0	1	7	30	37
Saturday 3/23	2	12	14	0	6	6	9	3	12	0	0	0	0	0	0	11	21	32
Sunday 3/24	7	15	22	0	3	3	2	1	3	0	0	0	1	0	1	10	19	29
	AM	PM	TOTAL	AM	PM	TOTAL	AM	PM	TOTAL	AM	PM	TOTAL	AM	PM	TOTAL	AM	PM	TOTAL
Subtotal: Saturday	145	322	467	43	162	205	79	62	141	39	21	60	17	2	19	323	569	892
Subtotal: Sunday	127	319	446	40	214	254	47	55	102	8	37	45	33	8	41	256	633	888
Subtotal: Weekday	194	440	634	94	306	400	95	97	192	36	44	80	57	12	69	476	899	1375
TOTAL	466	1081	1547	177	682	859	221	214	436	83	102	185	107	22	129	1054	2101	3155



Summary Report December 22, 2012 - March 24, 2013

Route: Hyatt to Squaw - Bus #1								
	Ridership	# Days	Runs	Veh. Svc. Hrs	Ridership/Day	Ridership/Run	Ridership/VSH	*Cost/Passenger
Weekday	634	16	32	35.68	39.63	19.81	17.77	\$12.38
Saturday	467	13	26	28.99	35.92	17.96	16.11	\$13.65
Sunday	446	13	26	28.99	34.31	17.15	15.38	\$14.30
TOTAL	1547	42	84	93.66	36.83	18.42	16.52	\$13.32

Route: Hyatt to Squaw - Bus #2								
	Ridership	# Days	Runs	Veh. Svc. Hrs	Ridership/Day	Ridership/Run	Ridership/VSH	*Cost/Passenger
Weekday	400	16	32	36.48	25.00	12.50	10.96	\$20.06
Saturday	205	13	26	29.64	15.77	7.88	6.92	\$31.80
Sunday	254	13	26	29.64	19.54	9.77	8.57	\$25.67
TOTAL	859	42	84	95.76	20.45	10.23	8.97	\$24.52

Route: West Shore - Squaw								
	Ridership	# Days	Runs	Veh. Svc. Hrs	Ridership/Day	Ridership/Run	Ridership/VSH	*Cost/Passenger
Weekday	192	16	96	89.28	12.00	2.00	2.15	\$102.28
Saturday	141	13	78	72.54	10.85	1.81	1.94	\$113.16
Sunday	102	13	78	72.54	7.85	1.31	1.41	\$156.43
TOTAL	435	42	252	234.36	10.36	1.73	1.86	\$118.51

Route: Squaw to Northstar								
	Ridership	# Days	Runs	Veh. Svc. Hrs	Ridership/Day	Ridership/Run	Ridership/VSH	*Cost/Passenger
Weekday	80	16	64	57.12	5.00	1.25	1.40	\$157.05
Saturday	60	13	52	46.41	4.62	1.15	1.29	\$170.14
Sunday	45	13	52	46.41	3.46	0.87	0.97	\$226.85
TOTAL	185	42	168	149.94	4.40	1.10	1.23	\$178.27

Route: Northstar to Squaw								
	Ridership	# Days	Runs	Veh. Svc. Hrs	Ridership/Day	Ridership/Run	Ridership/VSH	*Cost/Passenger
Weekday	69	16	64	55.68	4.31	1.08	1.24	\$177.50
Saturday	19	13	52	45.24	1.46	0.37	0.42	\$523.74
Sunday	41	13	52	45.24	3.15	0.79	0.91	\$242.71
TOTAL	129	42	168	146.16	3.07	0.77	0.88	\$249.22

ALL ROUTES								
	Ridership	# Days	Runs	Veh. Svc. Hrs	Ridership/Day	Ridership/Run	Ridership/VSH	*Cost/Passenger
Weekday	1375	16	288	274.4	85.94	4.77	5.01	\$43.90
Saturday	892	13	234	222.95	68.62	3.81	4.00	\$54.98
Sunday	888	13	234	222.95	68.31	3.79	3.98	\$55.23
TOTAL	3155	42	756	720.3	75.12	4.17	4.38	\$50.22



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April 3, 2013

Subject: Review and Possible Recommendation of Draft FY 2013/14 Integrated Work Plan
From: Ron Treabess, Director of Community Partnerships and Planning

Background

Based on the input received at the February Joint Committee Planning Workshop, the Board approved Strategic Goals, and at other group presentations, staff has prepared a draft Integrated Work Plan (IWP) for the Committee's review and recommendation. With the recommendation of the Committee on March 25th, staff will present same, with Committee comments, to the NLTRA Board in order to proceed with the preparation of the draft 2013 /14 Infrastructure and Transportation budget. Realizing that some additional project modifications will occur based on further input on the draft IWP, staff will present the full IWP and budget to the Committee at its April meeting and to the Board in May. If acceptable, the budget will be included in the overall NLTRA 2013/14 budget process. The IWP will then be available to the Committee, the Board, and partner organizations to use as a planning tool to help determine infrastructure and transportation priorities for 2013 through 2022.

Decision Considerations

Attached for your review and discussion is the FY 2013/14 draft Integrated Work Plan containing:

- Introduction-- Highlighting Criteria and Strategy for Projects and Programs Selection
- Capital Investment Projects—Infrastructure
- Capital Investment Projects—Transportation Services
- 2013—2022 Project Funding Needs
- Capital Investment Projects 5-year Cash Flow—based on anticipated invoice timing
- Revised Infrastructure Funding Application

The draft has been highlighted (yellow) to emphasize additions, revisions, and improvements to the current IWP.

The Joint Committee unanimously recommended approval by the Board, with comments as to the maintenance/operation funding, and clarifications to the Infrastructure Funding Applications having been inserted.

Staff Recommendation

After review, discussion, and revisions, staff recommends that the Board accepts and recommends the draft IWP for the purpose of enabling the preparation of a draft 2013/14 Infrastructure and Transportation budget. It is understood that: 1) Some modifications will continue to be made during the review of the draft, and 2) the complete IWP, including the 2013//14 proposed budget will be presented to the Joint Committee for recommendation at its April meeting and to the Board at its May meeting



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Draft

**Infrastructure and Transportation Development
Integrated Work Plan
and
Long Range Funding Plan
2013-2022**

March 2013

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Draft
Infrastructure and Transportation Development
Integrated Work Plan and Long Range Funding Plan
F. Y. 2013 – 2022

Mission

***Consistent with the NLTRA Master Plan, to Improve Visitor
And Community Infrastructure Facilities & Transportation
Services for the Benefit of North Lake Tahoe's
Tourism-based Economy***

The Integrated Work Plan (IWP) is prepared annually to update the *North Lake Tahoe Tourism Investment Master Plan*, insuring that the master plan remains current as the guiding document for infrastructure and transportation capital investment strategies. These investment strategies must continue to be designed to help achieve economic and environmental sustainability. The Master Plan states that “a healthy, well-balanced economy creates the financial mechanisms that pay for needed environmental restoration and ongoing protection”. Capital investment project design and program development that meets the current economic needs while minimizing impacts to the natural resources and environment will be encouraged.

The FY 2013-22 Integrated Work Plan and Long Range Funding Plan is based on review, discussion, and updates of the FY 2012-13 IWP. Input by the Joint Infrastructure and Transportation Committee, the NLTRA Board of Directors, community partners, and the public has provided guidance toward the development of the Draft of the FY 2013-22 Plan. This document or “action plan” summarizes the status of the infrastructure and transportation capital investment projects that are ongoing and those projected for the 2013-2022 time period. The Long Range Funding Plan is based on the premise that the 2% Transient Occupancy Tax has been renewed in June, 2012 for an additional 10 years.

Each year there are greater demands on the ways that the Board of Supervisor authorized TOT funds for North Lake Tahoe are requested to be used. Originally, it was determined that 47% of total TOT funds would be used for capital investments (infrastructure), and 11% would go toward transportation services and programs. This was with the understanding that the Board could approve an additional amount of the 47% to be used to support appropriate increases for transportation services. The remaining 42% has been allocated to marketing the North Lake Tahoe area.

Through the years, transportation services have proven to be a high priority needing more funding each year. Transportation services are now receiving approximately the same funding amount that is directed to infrastructure projects, and will continue to require additional funds.

Also needing consideration is funding for maintenance and operation of infrastructure projects that TOT helped to create. Most notable are the many miles of trails that have been constructed that require funding to be kept in good repair. An increasing need is to keep certain trails open in the winter for safe and enjoyable alternatives for pedestrians now walking on roadways. Pedestrian crosswalks and radar speed signs require funding to stay operational. In the past, the limited funding necessary has been provided by others, but now that these visitor oriented facilities are in need of more support, the agencies that have been taking care of operation and maintenance are requesting assistance.

In addition to the above, the NLTRA Strategic Goals state that funding to support regional special events should be considered. Many of these events, which bring economic sustainability to North Lake Tahoe, require infrastructure and/or transportation projects to allow for and provide for more efficient production of an event.

While TOT provides solid funding, it is limited and cannot provide the entire funding for all of the potential needs. NLTRA must have meaningful criteria to help determine the appropriate allocation of TOT funds. This Integrated Work Plan provides those criteria.

This work plan:

- Establishes Areas Of Highest Priorities
- Provides Criteria for Project Consideration
- Provides Project Descriptions
- Identifies NLTRA Role: Leadership; Funding; Advocacy
- Identifies Project Partners
- Estimates Funding Requirements
- Suggests Time Frames For Completion
- Helps Evaluate New Proposed Projects
- Shows Relationships Between NLTRA Projects And Programs
- Identifies Appropriate Level Of NLTRA Funding Involvement
- Assists In Budgeting Of Anticipated Funding (5-year Cash Flow)
- Does Not Preclude New Project Proposals At Any Time

The work plan is developed as a “planning tool” to help assist in identifying and evaluating additional proposed projects, setting priorities, and for budgeting of anticipated funding. It is not all-inclusive, and does not preclude an agency or organization request for TOT funding for a new project at any time. In fact, the process is in place to encourage those requests and the work plan assists the Board’s decision making. For this Integrated Work Plan and Long Range Funding Plan to remain a useful tool, we must review it on a regular basis to insure it is up to date and providing the proper direction for implementation of the Master Plans and the NLTRA Strategic Goals 2012-2013.

Many of the projects listed are specifically stated in the NLTRA’s adopted 1995 *North Lake Tahoe Tourism Development Master Plan* and its update, *The 2004 North Lake Tahoe Tourism and Community Investment Master Plan*. Others, not

specifically identified in the Master Plans, are included as necessary to achieve the objectives of the plans and those in the following NLTRA 5-year Strategic Goals.

Strategic Goals 2012 - 2016

Develop across all core function areas in addition to existing initiatives of downhill skiing, boating, culinary arts, music, and hiking:

- Biking
- Paddle boarding/kayaking
- Nordic Skiing

Marketing/Sales

- Conduct a Sales Department review and strategic plan
- Dominate the California market as a destination for alpine and Nordic skiing, biking and paddle sports
- Develop a clear marketing brand for North Lake Tahoe
- Increase TOT by 15%
- Increase occupancy during strike zones by 20% and annual occupancy by 10%
- Grow conference revenue and attendance by 25%

Infrastructure/Transportation

- Increase ridership on service and recreational routes by 20%
- Review criteria and priorities for infrastructure projects
- Increase lift into regional airports by 200,000 seats per year with a focus on North and Southeast markets
- Upgrade lodging and commercial environment on the North and West Shore with 3 new or re-developed projects
- Complete all trail systems in the basin including signage for biking, hiking, paddling and Nordic skiing
- Install 50 way-finding signs in the Tahoe basin

Membership Services/Economic Development/Business

Advocacy

- Evaluate cost benefit of Chamber business model
- Be the recognized business leader in the regulatory environment
- Be the recognized business leader for legislative issues impacting tourism
- Take the lead on Economic Development plans that align with tourism development
- Provide advocacy for all project and programs that align with our mission
- Increase dues and non-dues revenue by 50%

Visitor Information

- Develop and execute a customer service training strategy
- Assess regional needs for Visitor Information distribution and execute plan
- Increase net promoter scores by 20% over 2011/12 or up to 85

Community Relations

- Have a comprehensive communication plan through all mediums
- Build trust, confidence and leadership with key partners
- Be a recognized voice of community in all core function areas
- Have a recognized brand message of "Who we are and what we do"

From these Strategic Goals, infrastructure/transportation core project groupings have been developed as key project criteria. The current project groupings include:

- Wayfinding Signage
- Trail Systems
- Visitor Centers
- Museums/Cultural Centers
- Parklands
- Recreation Amenities
- Tourism Based Redevelopment
- Transportation Infrastructure
- Services to Reduce Traffic Congestion
- Transit and Transportation Services

In addition to each project being attributable to a Strategic Goal core project grouping, other NLTRA criteria are also used to further determine appropriateness and priority of proposals. These criteria include but are not limited to:

- Placing more “heads in beds”
- Strengthening the tourism economy
- Providing a better visitor experience
- Supporting overall core function areas of North Lake Tahoe—downhill skiing, boating, culinary arts, music, hiking, biking, non-motor water sports, and Nordic skiing
- Integration of capital investment projects, programs, events, and marketing
- Supporting appropriate level of maintenance/operation funding for TOT capital investment projects and/or programs
- Improving environmental quality, as well as the quality of life for visitors and residents

Approval of the Integrated Work Plan and Long Range funding Plan does not give approval to any NLTRA proposed budgets nor does it approve any individual project. Each capital investment infrastructure project requires a specific Infrastructure Funding Application (IFA) to be submitted to the NLTRA, recommended by the Joint Infrastructure/Transportation Committee, approved and recommended by the NLTRA Board of Directors, and, lastly, receive final approval by the Placer County Board of Supervisors. One time capital investment requests for Special Event infrastructure or transit needs must utilize this same approval process to determine appropriateness of the request.

Annual transportation services and programs described in the IWP are reviewed each year and receive one approval by the NLTRA Board and the Board of Supervisors as part of the annual budget approval process.

Funding requests for maintenance/operation needs of tourist-serving Infrastructure projects envisioned in the Master Plans and Strategic Goals require

an IFA submittal, with recommendation by the Committee and the NLTRA Board, and approval by Placer CEO. Initially, a maximum of \$150,000 of Infrastructure funds will continue to be allocated each year to a maintenance reserve account. In order to assist the Committee and the Board in the review of an IFA requesting maintenance/operation funding, a working group will be formed to further define this process and possible limitations. The working group will consist of NLTRA Committee representation and that of Agencies and Organizations that maintain and/or operate visitor facilities as previously defined. Things to be considered, but not limited to, are identification of eligible project criteria, quantification and source of funds now being spent, percentage of TOT, if any, used for original funding of a capital investment project needing assistance, and recommendation for size of maintenance reserve account to be available.

The Draft Work Plan and the Draft Funding Summary, when completed, will determine whether there is potential funding for full accomplishment of the many projects that have a high priority in helping to meet the overall goals and visions of the NLTRA Master Plan.

DRAFT

North Lake Tahoe Resort Association

**Infrastructure and Transportation Development
Integrated Work Plan
2013-2022**

March 2013

CAPITAL INVESTMENT PROJECTS - INFRASTRUCTURE

Projects Sorted by Strategic Goal Project Groupings

A. Wayfinding Signage (Hwy, Class 1 Trails, Facility and Area Entrance)

A-1. Regional Wayfinding Signage Design Manual

Lead Agency: NLTRA/TRPA/Placer County/Caltrans

Project Status: The Wayfinding Signage Manual was completed in fall, 2012. It proposes the permitting of signage to be done under existing TRPA and County regulations and not by a single entity, which was the original process discussed.

The Manual's final review by TRPA, Placer County, and Caltrans to assure compliance with each agency's guidelines will be completed in conjunction with the Master Site Plan project.

NLTRA funds committed to date: \$183,255 Funds expended to date: \$182,641

A-2. Wayfinding Signage Master Site Plan

Lead Agency: NLTRA

Project Status: The next step in the process to provide wayfinding signage throughout the resort triangle is the preparation of a site specific plan showing location of needed signage. This plan, now under contract, will identify location, property ownership, necessary permitting, which design, wording, responsibility, and existing signing to be removed and/or consolidated. The anticipated completion date for the Master Site Plan is summer, 2013.

NLTRA funds committed to date: \$55,000 Funds expended to date: \$5,030

A-3. Installation of Wayfinding Signage throughout Resort Triangle

Lead Agency: NLTRA/Others to be Determined

Project Status: This project will take several years to install the wayfinding signage system as defined in A-2. The initial group of signs to be produced and installed will include the previously referred to Pilot Sign Program in the Lake Forest area. These 4-6 pilot signs will be used to further demonstrate and critique actual signage in place and the efficiency of the permitting approval process.

NLTRA anticipated funding: \$550,000

A-4. Signage-Snow Creek Wetlands Restoration Project

Lead Agency: Placer County DPW

Project Status: Elements of this project include water quality improvement, pollutant load reduction, erosion control, restoration of riparian habitat, and habitat construction. The completed project will provide public access and interpretive opportunities through construction of a Class I trail connection. Funding is requested from the NLTRA specifically for two Wayfinding signs, constructed consistent with the design guidelines provided in the Regional Wayfinding Signage Manual. The project should be completed in fall, 2013. The total Snow Creek restoration project cost is \$4,564,000.

NLTRA anticipated funding: \$12,000

A-5. Signage - Roadside Mile Markers

Lead Agency: NLTRA

Project Status: After the installation of the mile marker signs was completed, \$25,000 was approved to provide for ongoing maintenance of the markers located along Highways 28 and 89 within Placer County. Each year the markers are inspected and the necessary repairs are made.

NLTRA funds committed to date: \$25,000 Funds expended to date: \$8,588

A-6. Transit Center Wayfinding Signage

Lead Agency: Placer County DPW

Project Status: This proposed Community Wayfinding Signage Demonstration Project consists of various signs at the Transit Center. The signs demonstrate the standards set forth in the North Lake Tahoe Wayfinding Signage Standards. Some revisions may be made as a result of the demonstration signage now being in place. This signage project will be completed in FY-2012/13.

NLTRA funds committed to date: \$68,000 Funds expended to date: \$45,283

A-7. Gateway Lighting and Landscaping

Lead Agency: NLTRA/Business Associations

Project Status: There is a need to provide welcoming/holiday lighting infrastructure at points of entrance to the North Lake Tahoe area. This will include Northstar, Kings Beach, Tahoe City, West Shore, and Squaw Valley. To date the first phase of this total lighting project has been completed. Total anticipated funding is \$60,000.

NLTRA funds committed to date: \$18,000 Funds expended to date: \$17,579

B. Trail Systems (Pedestrian, Biking, Nordic, Multi-use)

B-1. Lakeside Multi-purpose Trail

Lead Agency: Tahoe City Public Utility District

Project Status: With the completion of project phases 5 and 6 in 2012, this lakefront trail is now open from the Truckee River Outlet, across the dam, through the Commons Beach, Tahoe City Marina, Lighthouse property, and through the State campground connecting to the existing North Shore trail. The entire project, with the exception of the Tahoe Marina Lodge, is now open for public use. After final billing is received from TCPUD, the remaining funding will be applied to the Board of Supervisors recently approved funding for Homewood Bike Trail construction.

NLTRA funds committed to date: \$1,384,663 Funds expended to date: \$870,499

B-2. Dollar Hill/Tahoe Vista Class 1 Bicycle Trail

Lead Agency: Placer County Department of Public Works

Project Status: The Placer County DPW has become the lead agency for planning, preparation of the environmental document, and project development. DPW is now looking at doing this project in a series of stages, with the first being from Dollar Hill through Carnelian Bay, i.e. Dollar Creek project. A request for \$200,000 was approved in the spring, 2009, to keep the project on track while the CTC state funding was frozen. An additional TOT request is anticipated.

NLTRA funds committed to date: \$200,000

Funds expended to date: \$100,000

B-3. Northstar/Martis Valley Community Multi-Purpose Trail

Lead Agency: Northstar Community Services District

Project Status: The Northstar Community Services District has initiated the project for planning and construction of this roughly seven mile paved recreation trail running through Martis Valley from the Placer County/Nevada County border near Highway 267, through the Northstar community up to the Basin rim at Four Corners. While this is a necessary trail for visitor recreation and circulation within Northstar, it will also provide a future link in the Tahoe Vista-Northstar Bike Trail connecting Lake Tahoe with the Martis Valley and Truckee. The total project cost for all planning, environmental, permitting, and construction is expected to be approximately \$12 million. The NLTRA has committed \$1,000,000 in TOT funds to conduct planning and environmental work in advance of detailed project design. The first phase was the preparation of an economic feasibility analysis and community survey. This has been completed. NCS D has now moved forward with work necessary for the environmental documentation of the first trail section to be constructed in Martis Valley to Northstar Village. This work was completed during 2012 and design is underway for Phase 1 starting at the Placer Nevada Counties border. Future requests for funding are anticipated.

NLTRA funds committed to date: \$1,000,000

Funds expended to date: \$834,889

B-4. Squaw Valley-Truckee Bike Trail/Truckee River Corridor Access Plan

Lead Agency: Placer County Planning Department

Project Status: This access plan will coordinate efforts for recreational access and environmental protection along the Truckee River Corridor to the Placer/Nevada County border. The Plan is to restore and enhance the ecological, water quality, recreation and non-motorized transportation values for the benefit visitors and residents. This is the necessary first step toward development of the bike trail linking the existing Lake to Squaw Valley trail with the Truckee trail segments continuing on to Martis Valley and Northstar. The benefits that the trail will provide are measured in terms of reducing auto use as well as providing a recreational amenity to visitors and residents. Extension of this trail for the 8 miles between Squaw Valley and the Nevada County line is very important toward the attainment of the Resort Triangle Class I trail system. The NLTRA has provided Placer County an infrastructure grant to complete the corridor plan and environmental documents which will allow the more specific bike trail planning to occur. The environment documentation underway is scheduled for June, 2014 completion.

NLTRA funds committed to date: \$265,000

Funds expended to date: \$28,226

B-5. Homewood Class 1 Bicycle Trail Environmental Design

Lead Agency: Tahoe City PUD

Project Status: With advocacy support from the NLTRA, TCPUD is working with California Tahoe Conservancy, TRPA, and Caltrans to ensure that this section of Class I trail be incorporated into the planning and construction of a Caltrans highway/water quality improvement project on Highway 89 in Homewood. Caltrans has made some adjustments to their project to accommodate the trail, but recommends that the TCPUD do the design, any additional environment analysis, if necessary, and construction of the trail. NLTRA funding will be required to assist with this environmental work, design and construction. NLTRA and CTC have partnered to provide the initial \$330,000 necessary to complete the environmental work. Additional funding will be requested as Caltrans moves ahead with the project.

NLTRA funds committed to date: \$309,500 Funds expended to date: \$165,000

B-6, Homewood Class 1 Bicycle Trail Construction

Lead Agency: Tahoe City PUD

In order to partner with Caltrans in efficiently constructing their road and drainage project with the bike trail project, TCPUD must have the \$1.560 million in place when Caltrans begins road work, which is anticipated for 2014/15. Completing this 1 mile section of the trail would provide visitors and residents uninhibited access to over 20 miles of trails connecting commercial centers, public facilities and neighborhoods from Tahoma to Tahoe City and down the Truckee River corridor to Squaw Valley, and on to Truckee. The project dramatically improves public safety by providing a safe, off road alternative through the Homewood area. The Board of Supervisors has approved \$600,000 toward this necessary funding with the understanding that at least \$300,000 would be available from the efficient completion of the Lakeside Trail (A-1).

NLTRA funds committed to date: \$600,000 Funds expended to date: -0-

B-7. Tahoe Vista Recreation Area Access and Bike Trail

Lead Agency: North Tahoe Public Utility District

Project Status: The Tahoe Vista Recreation Area is a comprehensive recreational development area located within the North Tahoe Public Utility District (NTPUD). It consists of 800 feet of lakeshore frontage and 6.3 acres of property near the intersection of State Route 28 and National Avenue. When complete, the 2-phase project will include lake access recreation, boat launching, picnicking, parking, pedestrian circulation, bike trail, restrooms, transportation shelters, storm water treatment, and other amenities. The first phase was completed in 2007.

Phase II, now under construction will provide recreational amenities and support facilities primarily on the 3.6 non-lakeside acres necessary to insure completion of the Tahoe Vista Recreation Area. The facilities include vehicle and boat trailer parking, bike trail, bus shelter, wayfinding signage, site preparation for concession/warming structure, and restrooms. The remainder of the necessary funding has been committed by the Department of Boating and Waterways and the California Tahoe Conservancy, as well as from the North Tahoe Public Utility District. Completion of the project is scheduled for 2013.

NLTRA funds committed to date: \$500,000 Funds expended to date: \$385,900

B-8. Tahoe Vista to Northstar Multi-Use Trail

Lead Agency: To Be Determined

Project Status: This trail is proposed to begin at the Regional Park in Tahoe Vista, traverse the mountains and connect to the Northstar Community Multi-Purpose Trail, providing a link between Lake Tahoe and the trail systems of Northstar, Martis Valley and Truckee. While, preliminary route investigation may proceed, it is anticipated that the real effort to pursue this trail will begin during 2015-16. It is anticipated that the California Tahoe Conservancy will be the primary funding agency for project planning and construction within the Tahoe Basin, but at this time no funding is available.

NLTRA anticipated funding: \$1,000,000

B-9. Bike Trail Restrooms (West Shore, Truckee River Access Park, Truckee River)

Lead Agency: Tahoe City PUD

Project status: The bike trail system continues to become a more heavily used recreation opportunity for visitors to the North Lake Tahoe area. One reason visitors actually come to the Lake is to use this well known system. These trails will be even more enjoyable for the user with the addition of strategically placed restrooms. The TCPUD has identified three locations for restrooms within the District's portion of the bike trail system.

NLTRA anticipated funding: \$800,000

B-10. Bike Trail Coordinated Signage Plan

Lead Agency: NLTRA/Others to be Determined

Project Status: A signage plan is proposed to locate coordinated signage for the Class I trails as well as backcountry trails as necessary and appropriate. The wayfinding design manual guidelines will be used for this signage system. Fabrication and installation projects will be determined as part of the plan development.

NLTRA anticipated funding: \$40,000

B-11. Nordic Trail Signage

Lead Agency: NLTRA/Others to be Determined

Project Status: In support of the 5-year strategic plan goal to increase awareness of Nordic skiing as a major recreation opportunity at North Lake Tahoe, ski area operators will be encouraged to provide signage throughout Nordic trail systems utilizing the guidelines of the wayfinding design manual guidelines.

NLTRA anticipated funding: possibly

B-12. North Tahoe Regional Park Nature Trail

Lead Agency: North Tahoe PUD

Project Status: This nature trail renovation and expansion will include ADA trail accessibility and signage.

NLTRA anticipated funding: \$75,000

B-13. Lakeside Multi-Purpose Trail 2-C/Tahoe Marina Lodge

Lead Agency: Tahoe City PUD, Placer County

Project Status: This remaining link in the Lakeside Trail will require some difficult land use decisions and/or agreements to be made in order to complete this very necessary trail segment.

NLTRA anticipated funding: Possibly

B-14. Squaw Valley Trail Snow Removal Pilot Project

Lead Agency: Squaw Valley PSD

Project Status: A 2-year pilot program is underway to provide an off road pedestrian trail to eliminate the need for visitors to walk on Squaw Valley Road with the multitude of auto traffic. The program is being monitored to provide information as to the pros and cons of this type of winter visitor/pedestrian service on appropriate trails in North Lake Tahoe.

NLTRA funds committed to date: \$140,000 Funds expended to date: \$63,064

B-15, Winter Trail Snow Removal

Lead Agency: NLTRA and Various

Project Status: Based on the results of the Squaw Valley pilot program and priority discussions of TOT expenditures, various trails could become desirable options for winter snow removal. This would enable visitors an safe and recreational alternative to driving or walking on roadways in high traffic and visitor serving facility areas.

NLTRA anticipated funding: Possibly

C. Visitor Centers (Providing Information and Interpretation Services)

C-1. North Lake Tahoe Visitor Information Center

Lead Agency: NLTRA

Project Status: The need has been to relocate the existing visitor information center to a more visible, larger facility, which would better serve visitor and community needs for information. An immediate opportunity to serve this need became available in the street level space of the NLTRA office building in Tahoe City. The center has now been relocated and the exhibits and visitor service furnishings will all be in place early 2013.

NLTRA funding committed to date: \$82,000 Funds expended to date: \$80,000

C-2. Kings Beach Visitor Information Center

Lead Agency: NLTRA/TBD

Project Status: The vision and potential location for this project, while still at the preliminary discussion stage, are once again being considered as the commercial core project moves forward. One opportunity is to combine this VIC with a transit/trolley stop and parking facility to form a Welcoming Center at the bottom of Brockway Hill. Another alternative is to incorporate the VIC near or within the North Tahoe Event Center. A request for Infrastructure funding is anticipated when the KBCCIP is nearing completion.

NLTRA anticipated funding: \$200,000

C-3. Sacramento International Airport Information Center

Lead Agency: NLTRA, Placer County Transportation Planning Agency

Project Status: With the assistance of PCTPA, staff will investigate the opportunities for and the value of providing information to visitors arriving at the Sacramento Airport. If

feasible, this facility would probably be similar to but smaller than the Reno-Tahoe info center.

NLTRA anticipated funding: Possibly

C-4. Squaw Valley Information Center

Lead Agency: NLTRA

Project Status: The NLTRA, utilizing appropriate professional services and community-based committees, has taken the lead in the planning, design, and construction process to develop a visitor information center, outdoor exhibit area, restrooms, parking, and transit stop shelter at the entrance to Squaw Valley. It has been intended that the NLTRA will be responsible for the operation and maintenance of the facility, much as is being done at the Tahoe City Visitor Information Center. The initial amount committed was \$17,000 to accomplish the first two phases of the project, which determined programming, site feasibility, schematic design, and preliminary cost estimates for design, construction and operation of the facility. The project is currently on hold as it could be heavily influenced by the possible site selection for the proposed Olympic Ski Museum. If located nearby or on the same proposed site, the visitor information center would operate more efficiently and economically if planned and constructed as part of the museum project. The site selection for the museum is expected to take place in summer 2013. At that time a decision will be made as to how to continue with the planning for visitor information services at the entrance to Squaw Valley. Total additional unallocated funds shown in the Integrated Work Plan are \$540,000.

NLTRA funds committed to date: \$17,000

Funds expended to date: \$16,936

D. Museums/Cultural Centers

D-1. Olympic Museum

Lead Agency: Squaw Valley Olympic Museum Board of Directors/NLTRA

Project Status: This project is to combine the existing Western Ski Museum, now located at Boreal, with a new world class Olympic Ski Museum to commemorate and preserve the heritage of the 1960 Olympic Winter Games. The new facility will be located in Squaw Valley. As this project progresses, the NLTRA is partnering in the planning funding. The Olympic Museum Board is a 501 (c) 3 non-profit corporation with the assistance of an initial \$12,000 TOT grant. The Board was then granted \$200,000, which was approved by the Board of Supervisors, to complete the feasibility study and business plan. Consultants have been retained to define the museum space and functions, select a site, and develop a capital campaign. The Board, County, and the community are working through alternative site locations, hoping to make an acceptable selection during 2013. NLTRA has taken a larger role in the process by attending the Board meetings and participating in the planning discussions. Additional TOT funding requests of \$648,000 can be anticipated as the project progresses, but no new funding until the future site receives approval.

NLTRA funds committed to date: \$212,000

Funds expended to date: \$212,000

D-2. Historic Walking Tour

Lead Agency: North Lake Tahoe Historical Society/Tahoe City Downtown Association

Project Status: Tahoe City's history is now being interpreted in segments in several disconnected locations (Gatekeepers Museum, Truckee River Outlet, Commons Beach, Watson Cabin, and Heritage Plaza). A Historic Walking Tour will tie the area's events,

places, and people together as it would connect the exiting interpretive features with many that, at this time, are not being interpreted at all. This self-guiding tour will require a place of beginning, a guide and map, directional aids, and interpretive stops throughout Tahoe City. Funding was approved for the first phase of planning and production of a self-guiding walking map, which has been completed. Additional funding will be requested to move ahead with future phases.

NLTRA anticipated funding: \$85,000

D-3. Performing Arts Center

Lead Agency: TBD

Project Status: There has continued to be discussions by interested parties throughout the Resort Triangle to explore the scope of facilities needed to accommodate the cultural and performing arts. The NLTRA has participated as one of the lead agencies in this process to help determine the need for providing programs and facilities to support the performing arts and other arts and cultural enhancements. The NLTRA has partnered with the Arts & Cultural Council Truckee-Tahoe, and the Incline Vision Arts Cultural and Heritage Committee, and others to fund a strategic feasibility plan. This plan, which was completed in spring, 2009, has defined the role of the Truckee/North Lake Tahoe region in creating a thriving arts and culture community. It has inventoried what programs and facilities exist, what programs and facilities are necessary, where they should be located, and how they should be managed, operated, and maintained. Future NLTRA funding will be necessary to support the development of recommended facilities. The main performing arts facility has been recommended at Northstar which will provide an indoor/outdoor year round theater. The management change at Northstar has delayed this project moving forward.

NLTRA anticipated funding: \$300,000

E. Parks

E-1. Truckee River Outlet Winter Plaza Operation Maintenance

Lead Agency: Tahoe City PUD

Project Status: The recent completion of the multi-purpose trail paralleling the Truckee River Dam and the plazas on both sides of the river has presented visitors with an outstanding initial view of Lake Tahoe upon their arrival. There are also many historic and natural features now being interpreted at this, the only outlet of Lake Tahoe. Many visitors have been stopping and walking this area each day, including during the winter. It is obvious that this will be a priority attraction for visitors year round. The TCPUD will provide winter, as well as summer, daily operational maintenance, but to keep this desired point of visitation open and operating in a safe manner will require the TOT funding partnership of the NLTRA. This funding will be part of the priorities discussion as described in B-14.

NLTRA anticipated annual funding: \$10,000

E-2. Commons Beach Sand Improvements

Lead Agency: Tahoe City PUD

Project Status: Commons Beach in Tahoe City is one of the most popular visitor beaches on the North Shore for events and general beach recreation. There is a need for sand replenishment to revitalize this sandy beach.

NLTRA anticipated funding: \$60,000