



# north lake tahoe

Chamber | CVB | Resort Association

## Agenda and Meeting Notice

### THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

**Wednesday September 4, 2013 – 8:30 – 11 a.m.**

**Tahoe City Public Utility District Board Room**

#### 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 hours 20 minutes)**

#### **Marketing (20 minutes)**

3. Destimetrics Report – Andy Chapman (10 minutes)
4. Ironman/Autumn Food and Wine Update – Andy Chapman (10 minutes)

#### **Infrastructure/Transportation (55 minutes)**

5. Funding Request for \$26,000 to for 2013/14 Free Skier Shuttle – Ron Treabess **MOTION** (10 minutes)
6. Funding Request for \$35,000 for design and permitting of the Lake Forest Boat Ramp Rehabilitation Project - Ron Treabess **MOTION** (10 minutes)
7. Transit Vision Update – Sandy Evans Hall/Gordon Shaw (30 minutes)
8. Wayfinding Signage Update – Ron Treabess (5 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*

**Brendan Madigan**  
*Alpenglow Sports*

**Alex Mourelatos**  
*Mourelatos Lakeshore Resort*

**Valli Murnane**  
**(Secretary)**  
*Tahoe XCountry*

**Ron Parson**  
**(Immediate Past Chair)**  
*Granlibakken*

**Bill Rock**  
**(Treasurer)**  
*Northstar*

**Joseph Mattioli**  
*The Ritz-Carlton*

**Jennifer Merchant**  
*Placer County*

**Kristi Boosman**  
*TRPA*  
*(Ex-officio)*

#### **Organization (60 minutes)**

9. Welcome Marc Sabella, Finance and Human Resources Director (5 minutes)
10. Approve Action Plan 2013-16 - Sandy Evans Hall **MOTION** (20 minutes)
11. Fund Balance Proposal – Sandy Evans Hall **MOTION** (20 minutes)
12. Placer CEO Discussion at Retreat Update – Task Force Formation – Sandy Evans Hall (10 minutes)
13. Election Committee Formation – Sandy Evans Hall (5 minutes)

**Membership (5 minutes)**

14. Membership Luncheon – October 2013 (5 minutes)

**E. DIRECTORS' COMMENTS (5 minutes)**

**F. CONSENT CALENDAR – MOTIONS (5 minutes)**

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.

**15. Board Meeting Minutes – June 5 and June 26, 2013**

All committee meeting briefs are provided for informational purposes only. Minutes are available at [www.nltra.org](http://www.nltra.org)

**16. Joint Infrastructure/Transportation Committee – August 26, 2013**

**17. Marketing Committee – August 27, 2013**

18. Business Association and Chamber Collaborative – No Meeting in August

19. Lodging Committee – No Meeting in August

20. Conference Sales Directors Committee – No Meeting in August

**21. Finance Committee – July , August 29, 2013**

**22. Executive Committee Report – August 27, 2013**

**23. Financial Reports June and July**

**1. Credit Card and signing approval for Marc Sabella**

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

**24. Conference Sales Reports**

**25. Infrastructure/Transportation Activity Report – August**

**G. MEETING REVIEW AND STAFF DIRECTION (5 minutes)**

**H. CLOSED SESSION (if necessary)**

**I. RECONVENE TO OPEN SESSION**

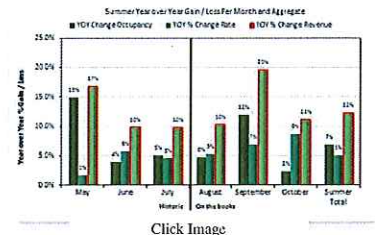
**J. ADJOURNMENT**

This meeting site is wheelchair accessible.

*Posted and e-mailed, , 2013*

### At Mid-Point, Record Summer On-Track

Now half way through the summer season, all indicators of mountain destination travel are positive, an attractive green in our charts. Overall occupancies are up 7 percent, depicting another strong summer of mountain destination visitation. Similar increases in average daily rate average 5 percent, and, when combined, overall revenues average a 12 percent gain overall and set the stage for a record summer season. Read on for the details.



#### DestiMetrics West Overview: Upcoming Six Months (August - January) Looking Forward:

As of July 31, year-over-year occupancy, Average Daily Rate (ADR) and RevPAR on-the-books for the aggregate of the upcoming six months (August '13 – January '14) are up compared to the same period in 2012/13 as of this same date. Occupancy is up strongly in aggregate for the period, gaining in all six months within scope. ADR is up somewhat in aggregate and is gaining in four of six months, while RevPAR is strongly higher in aggregate for the period, gaining in all six months. Details follow:

- **Preview: August 2013 year-over-year** occupancy on-the-books as of July 31 is up a moderate 4.7 percent compared to August 2012, at 37.4 percent, as strong July momentum carried over. August ADR is also up, gaining a moderate 5.3 percent over last year at \$194. The gains in occupancy and rate combined for a strong 10.3 percent gain in RevPAR on-the-books for the month, at \$73.
- **Preview: Six Month Aggregate On-the-Books (August '13 – January '14)** year-over-year occupancy as of July 31 is up a strong 11.2 percent compared to the same period in 2012/13 and is now at 16.1 percent, with gains in all six months on-the-books, including double-digit gains in the peak winter season months of December and January, though the numbers are very preliminary and not indicative of expectations at this point. ADR for the period is up 5.9 percent compared to last year at \$238, gaining in four of six months with slight declines in November and December. The resulting RevPAR is up in aggregate a very strong 17.8 percent at \$38. RevPAR is gaining in all six months within scope as the occupancy gains in November and December are strong enough to offset the modest rate declines during those months.
- **Preview: July 2013 Booking Pace** - aggregate reservations taken exclusively in July for arrivals in July through December, 2013 - were up strongly 13.5 percent compared to reservations taken in July 2012 for arrival in the corresponding period. Five of the six months within scope increased, while bookings taken in July for arrival in December are leading the way (+26.2 percent), while bookings for October declined (-14.5 percent).

**DestiMetrics West Destination Overview: Prior Six Months (February - July) Looking Back:** Historic actual year-over-year occupancy, rate, and RevPAR for the prior six months (February – July 2013) were all up in aggregate versus the same period in 2012, with each of the metrics gaining in five of the six months within scope. The exception was in April due to the Easter holiday shift from April to March resulting in the lone declining month during this period. Details follow:

- **Review: July 2013 year-over-year** occupancy as of July 31 was up somewhat 5.0 percent compared to July 2012 and closed the month at 52.6 percent, aided to a significant degree by strong summer marketing efforts and the Fourth of July weekend holiday, which fell on a Thursday this year. The increase in occupancy was accompanied by a similar increase in rate of 4.6 percent at \$192, the 23<sup>rd</sup> year-over-year rate increase in the past 24 months. The gain in occupancy combined with the rate increase to drive RevPAR up a strong 9.8 percent compared to July 2012, at \$101.

**Review: Prior Six Months (February - July) Historic Actual** year-over-year aggregate occupancy as of July 31 was up considerably 7.7 percent compared to the same period in 2012, at 41.5 percent, with gains in five of the six months in scope and only April posting a decline, for reasons that have been well documented. Aggregate ADR for the period was up moderately 3.2 percent at \$253 also gaining in five of six months. The resulting RevPAR for the six month period was up a sharp 11.1 percent compared to the corresponding period in 2012 at \$105, also with gains in five of six months.



**August News Talker – “The Fed & Interest Rates – 1 Minute Primer”:** The Federal Reserve Bank (“the Fed”) uses the Key Interest Rate to expand or contract the money supply. When they want the supply to increase, they lower rates to make borrowing easier; when they want to limit the supply, they raise the rate, making it harder to borrow. As money becomes more available through easier borrowing, inflation becomes a threat (see CPI, below). When inflation goes up, spending goes down, so the Fed is forced to raise interest rates, which also slows spending, to rein in inflation. The situation at the moment? To continue the next step of recovery, the Fed needs to stop buying \$85 billion worth of mortgage backed securities every month and move that money into the consumer economy, but more money in the economy is inflationary. To counter the inflation, they’ll need to raise interest rates, which is counter to economic growth, making it more difficult to end the \$85 billion monthly investment. In June we watched financial markets take a hit at the hint that rates might go up, and the bond market take a hit at the suggestion that the Fed might slowly start winding down the monthly buyback. Keeping employers, financial markets and, most importantly our consumer-driven economy happy for the next 18 to 24 months is going to require a delicate balancing act that will be interesting (and important) to watch, and instrumental to how consumers will feel about booking vacations.

**Econometrics > On the Positive Side** \*\* indicates metrics that lag 30 days

- **The Dow Jones Industrial Average (DJIA) (15,499.54 pts):** DJIA gained +3.96 percent during July, rebounding from the losses experienced in June, and closed July at 15,499.54 points, just below the all-time record of 15,567.74 set on July 23. Positive earnings reports and anticipation of a more conservative approach to interest rates by the Fed helped bolster investor confidence. The Dow remains a dramatic 19.1 percent, or 2,491 points, higher than in July 2012 and has now advanced in nine of the past 12 months. Businesses dependent upon discretionary income will want to monitor the budget and debt ceiling negotiations over the coming 45 days as these issues may impact financial markets and consumers at a critical time in the early-season booking window.
- **Consumer Confidence Index (CCI) (80.3 pts):** Though the CCI declined modestly in July, down -2.2 percent from June, it remains above the 80 point mark for the second consecutive month and only the second time since February 2008 (87.6 points). Consumers point to slightly less confidence in the short-term employment and business environment, but continue to express high confidence in long-term prospects. While the higher level of confidence is good news for the destination travel industry, the index is walking a knife edge on the eve of approaching budget and debt ceiling negotiations and a stagnation of job creation that will be impacted by both of these events, either favorably or otherwise.


**Econometrics > On the Negative Side** \*\* indicates metrics that lag 30 days


- **Unemployment Rate (7.4 percent):** The unemployment rate declined slightly during the month of July, dropping from 7.6 percent to 7.4 percent. However, the decline was driven by discouraged workers halting their job search, not by job creation. The July jobs report is a cautionary, with employers adding 162,000 new jobs and missing analysts’ expectations of 184,000 jobs. This slowdown is accompanied by a downward revision of May and June numbers by a combined 26,000 positions as well as slowing of the economy during the second quarter. Whether these events will impact consumers and the travel market remains to be seen as we head into shoulder season and the early winter booking months.
- **Consumer Price Index \*\* (CPI) (233.5 pts):** Consumer prices ticked up again in June for the second consecutive month and the seventh time in the past 12 months, gaining +0.3 percent and finishing at 233.5 points. The increases in May and June are contrary to declines in the same months last year, leading to an increase in the national inflation rate, which has moved from 1.0 percent in April to its current 1.7 percent. Inflation is of particular concern as the Federal Reserve will use that metric as the benchmark for their policies on economic subsidy and interest rates, both of which will impact not only the traveling consumer but real estate growth in mountain communities.
- **Crude Oil Prices (\$105.10):** Crude oil prices increased dramatically +9.6 percent in July for the third consecutive month, closing at \$105.10 per barrel as inventories dropped compared to June. However, motor fuels are slightly less expensive this year than they were last year due to a greater availability of refined gasoline and diesel. In the short term, the combination of lower prices and higher demand bode well for the remainder of the summer drive season to destination travel markets. However, the lower raw materials inventory and sharp wholesale price increases in crude are likely to appear at the pump and the wider consumer marketplace in coming weeks.


**In conclusion:** So, with 85 percent of summer 2012 business already on the books this year, and our metrics pacing ahead of last year (as noted above), there is little doubt that Mountain Summer 2013 will end with increases in many destinations, and records in some. Of course, this report is an aggregate of all western destinations, and we strongly suggest you look to your own destination data, which can vary substantially, revealing important market data in the process.



\* The Mountain Market Briefing is based on DestiMetrics’ advanced reservation data as of 7/31/13 submitted by lodging property subscribers in the western U.S. and may not reflect the entire mountain destination travel industry. For further information, contact DestiMetrics, LLC directly by email at [info@DestiMetrics.com](mailto:info@DestiMetrics.com) or phone at (303) 722-7346. © 2008-2013 DestiMetrics, LLC All rights reserved.







<b>-2.2%</b> 	<p><b>The Consumer Confidence Index*</b> decreased slightly (-2.2%) in July to 80.3 points (1985 =100), the 6th decrease in the past 12 months. The Index is significantly above (22.8%) the same period last year (65.4 pts). *Consumer Confidence based on a monthly survey of 5,000 households. Survey conducted by the Conference Board.</p>
---	--

<b>3.9%</b> 	<p><b>The Dow Jones Industrial Average*</b> increased sharply in July from June (+3.9%, 589.9 pts), to close the month at 15,499.5 points. This is the ninth increase in the index in the past twelve months and puts the Dow +19.1% higher than in July, 2012 (13,008). *Source: Dow Jones</p>
--	---

<b>-2 pts</b> 	<p><b>U.S. National Unemployment Rate*</b> decreased somewhat (-2 basis points) in July from June to 7.4%, the ninth time the rate has either decreased or stayed the same in the last 12 months. The rate is considerably below (-9 basis points) the same period last year (July 2012), *Source: Survey of Civilian Non-Institutional Workers, Bureau of Labor Statistics</p>
--	---

<b>July Actual Occupancy, ADR and RevPAR:</b> Actual occupancy at all DestiMetrics western destinations increased considerably in July (+5.0%) versus July 2012, while average daily rate (ADR) increased somewhat (+4.6%) resulting in a strong increase in RevPAR (+9.8%)	<b>July</b>	<b>2013</b>	<b>2012</b>	<b>% Change</b>
	<b>Actual Occupancy:</b>	<b>52.6%</b>	<b>50.1%</b>	 <b>5.0%</b>
	<b>Actual ADR</b>	<b>\$192</b>	<b>\$183</b>	 <b>4.6%</b>
	<b>Actual RevPAR</b>	<b>\$101</b>	<b>\$92</b>	 <b>9.8%</b>

<b>Prior 6 Month Actual Occupancy, ADR and RevPAR:</b> Occupancy at all DestiMetrics western destinations for the past six months (February - July) was up considerably (+7.7%) versus the same period in 2012. ADR was up moderately (+3.2%) with a strong increase in RevPAR (+11.1%) during the same period.	<b>Prior Six Months Historic Actual</b>	<b>2013</b>	<b>2012</b>	<b>% Change</b>
	<b>6 Month Occupancy</b>	<b>41.5%</b>	<b>38.5%</b>	 <b>7.7%</b>
	<b>6 Month ADR</b>	<b>\$253</b>	<b>\$245</b>	 <b>3.2%</b>
	<b>6 Month RevPAR</b>	<b>\$105</b>	<b>\$95</b>	 <b>11.1%</b>

<b>Booking Pace:</b> Overall rooms booked during July 2013 for arrival July to December 2013 increased sharply (+13.5%) versus overall rooms booked during July 2012 for the corresponding period.	<b>Overall Rooms Booked in July for arrival July through December</b>	<b>% Change</b>
	<b>July 2013 vs July 2012</b>	 <b>13.5%</b>





## RESERVATIONS ACTIVITY REPORT North Lake Tahoe



**Destination: North Lake Tahoe**

**Period: Bookings as of July 31, 2013**

**CONFIDENTIAL: Reproduction or further distribution prohibited**

### Executive Summary

Data based on a sample of up to 11 properties in the North Lake Tahoe destination, representing up to 1,737 Units ('DestiMetrics Census'\*)

		2013/14	2012/13	Year over Year % Diff
<b>a. Last Month Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for last month (July) changed by (7.6%)	Occupancy (July) :	69.5%	64.6%	7.6%
North Lake Tahoe Average Daily Rate for last month (July) changed by (10.1%)	ADR (July) :	\$250	\$227	10.1%
North Lake Tahoe RevPAR for last month (July) changed by (18.4%)	RevPAR (July) :	\$174	\$147	18.4%
<b>b. Next Month Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for next month (August) changed by (9.1%)	Occupancy (August)	56.1%	51.4%	9.1%
North Lake Tahoe Average Daily Rate for next month (August) changed by (4.5%)	ADR (August) :	\$239	\$228	4.5%
North Lake Tahoe RevPAR for next month (August) changed by (14.0%)	RevPAR (August) :	\$134	\$117	14.0%
<b>c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for the prior 6 months changed by (2.0%)	Occupancy	47.2%	46.3%	2.0%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (8.5%)	ADR	\$227	\$209	8.5%
North Lake Tahoe RevPAR for the prior 6 months changed by (10.6%)	RevPAR	\$107	\$97	10.6%
<b>d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for the upcoming 6 months changed by (31.5%)	Occupancy	24.5%	18.6%	31.5%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (11.1%)	ADR	\$231	\$208	11.1%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (46.1%)	RevPAR	\$57	\$39	46.1%
<b>e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Jul. 31, 2013 vs. Previous Year</b>				
Rooms Booked during last month (July, 2013) compared to Rooms Booked during the same period last year (July, 2012) for all arrival dates has changed by (71.1%)	Booking Pace (July)	9.0%	5.3%	71.1%

\* **DestiMetrics Census:** Total number of rooms reported by participating DestiMetrics 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 DestiMetrics's other participants.

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

Copyright 2006 - 2013 DestiMetrics, LLC. All Rights Reserved. Information provided here is CONFIDENTIAL INFORMATION and is the exclusive property of DestiMetrics LLC. It is expressly not for reproduction, distribution publication or any other dissemination without the express written permission of DestiMetrics, LLC. Sample reports may be provided to Interested persons, specifically for purposes of their evaluation of a potential subscription and are subject to Copyrights of this product. Data and Metrics represented on this report are representative of the Sample Properties only and may not be representative of the entire Community or Industry. Persons using this data for strategic purposes do so at their own risk and hold DestiMetrics harmless.

3-4

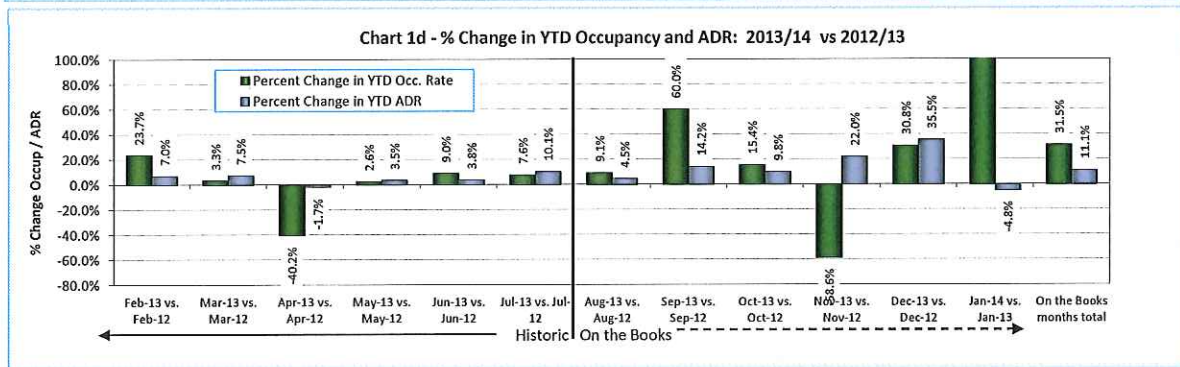
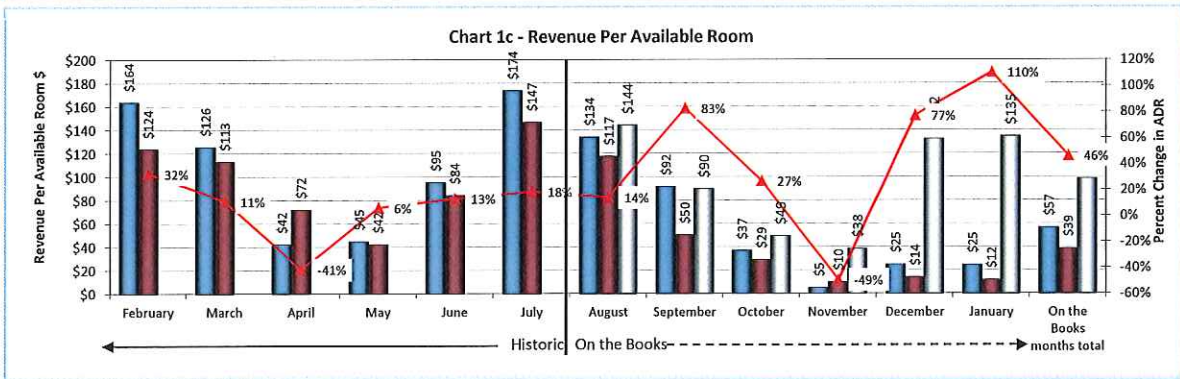
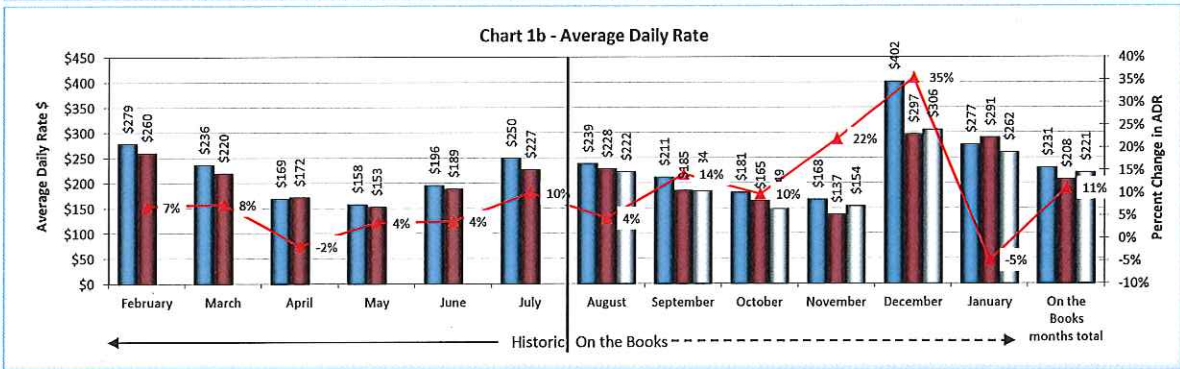
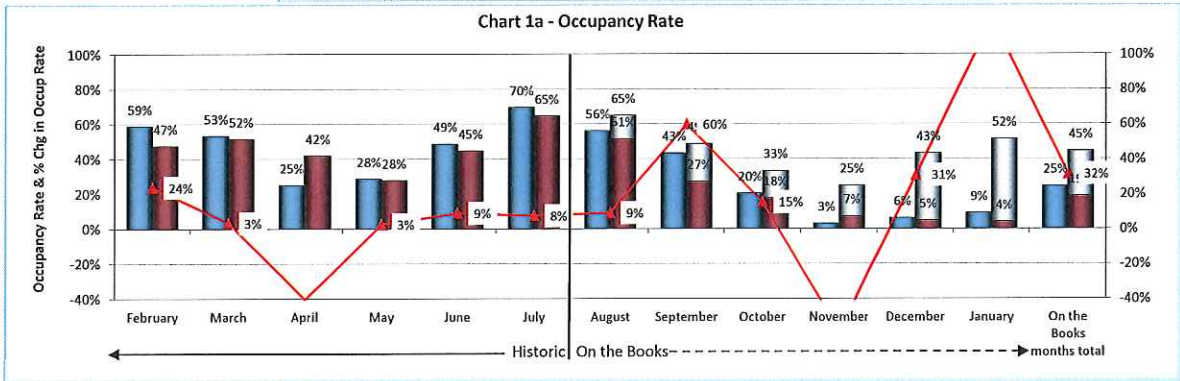


## RESERVATIONS ACTIVITY REPORT SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

2013/14 YTD (as of July 31, 2013) vs. 2012/13 YTD (as of July 31, 2012) vs. 2012/13 Historical

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

**CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited**



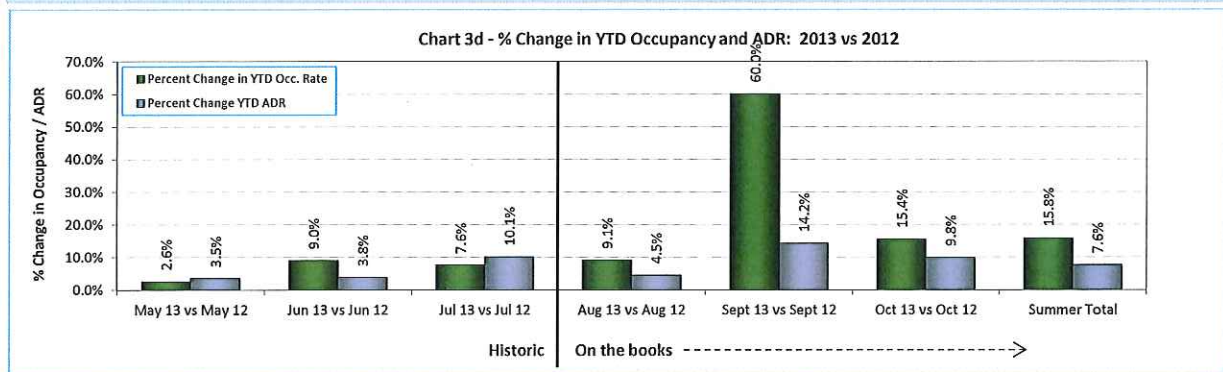
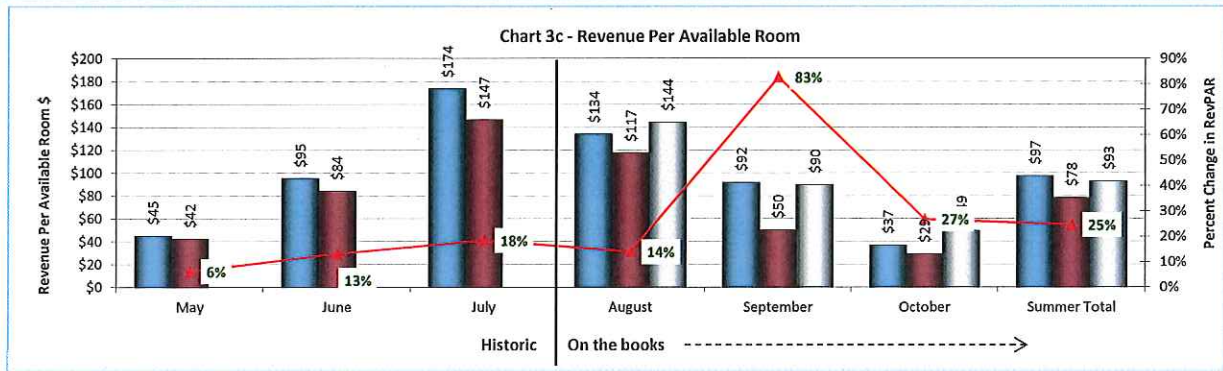
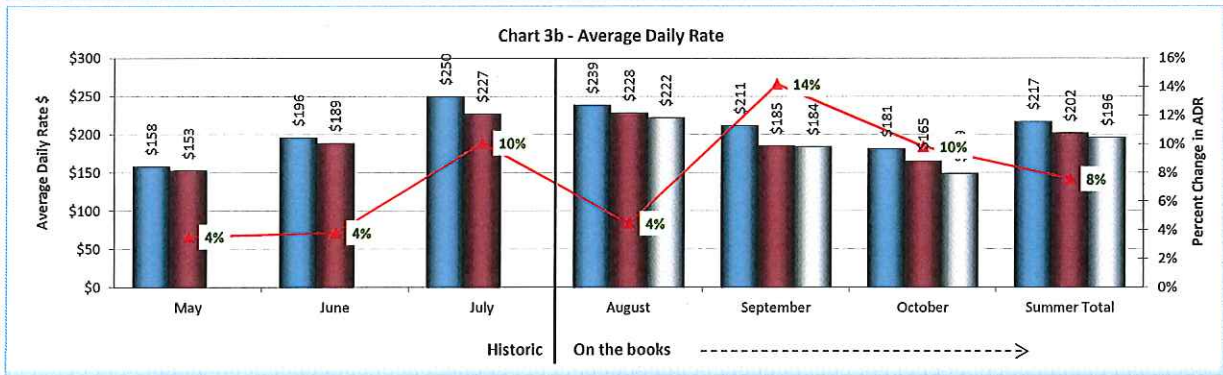
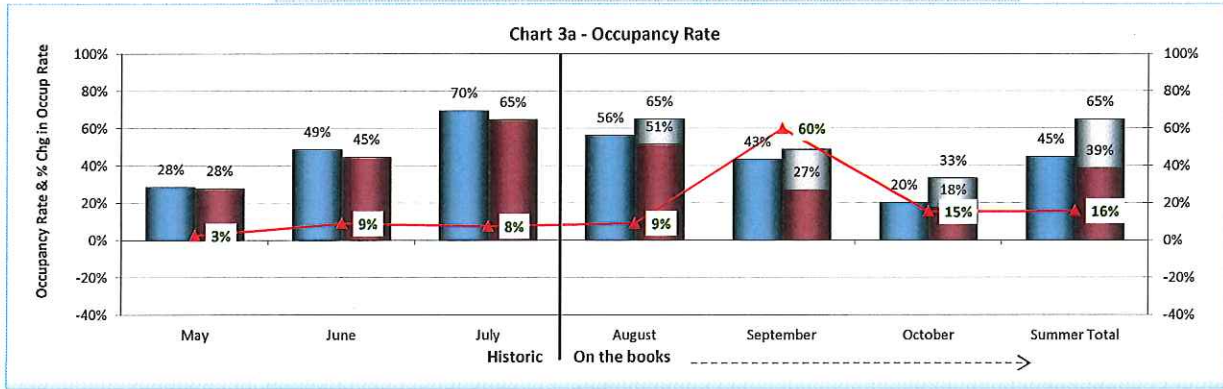
## RESERVATIONS ACTIVITY REPORT SECTION 2 - SUMMER SEASON SUMMARY GRAPHS

2013 YTD (as of July 31, 2013) vs. 2012 YTD (as of July 31, 2012) vs. 2012 Historical

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

**CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited**

Historic Actual (2012 season)       Data as of July 31, 2013 (2013 season)  
 Data as of July 31, 2012 (2012 season)       Percent Change



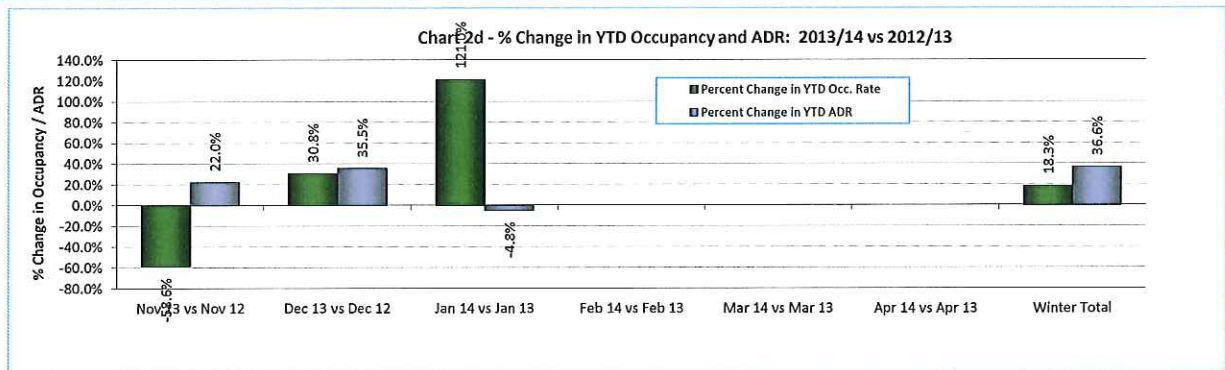
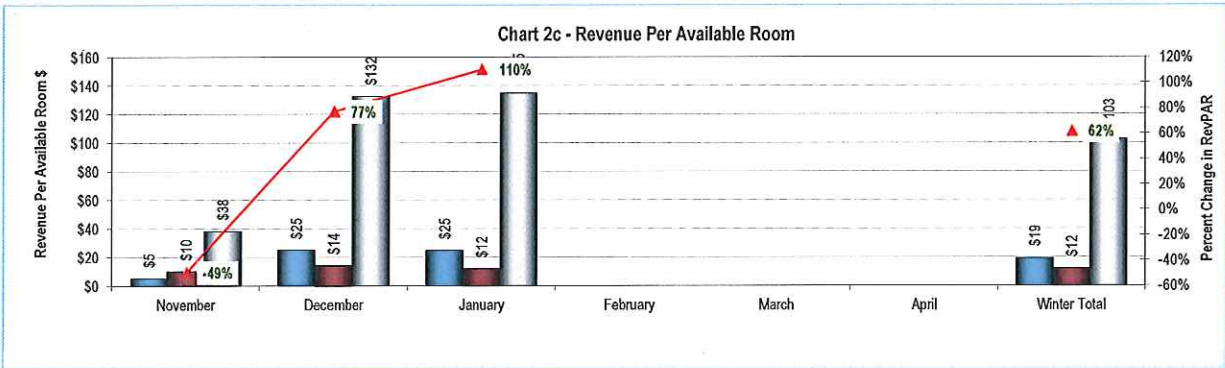
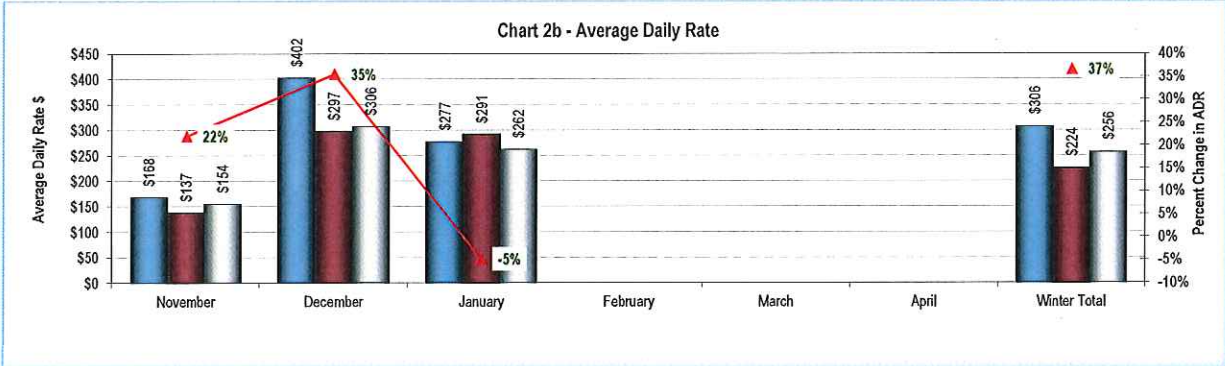
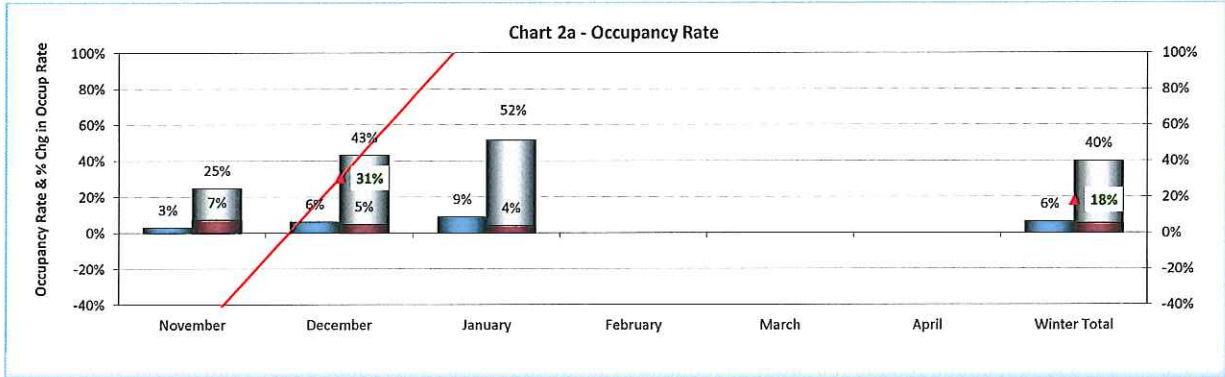
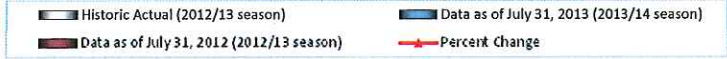


## RESERVATIONS ACTIVITY REPORT SECTION 3 - WINTER SEASON SUMMARY GRAPHS

2013/14 YTD (as of July 31, 2013) vs. 2012/13 YTD (as of July 31, 2012) vs. 2012/13 Historical

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

**CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited**



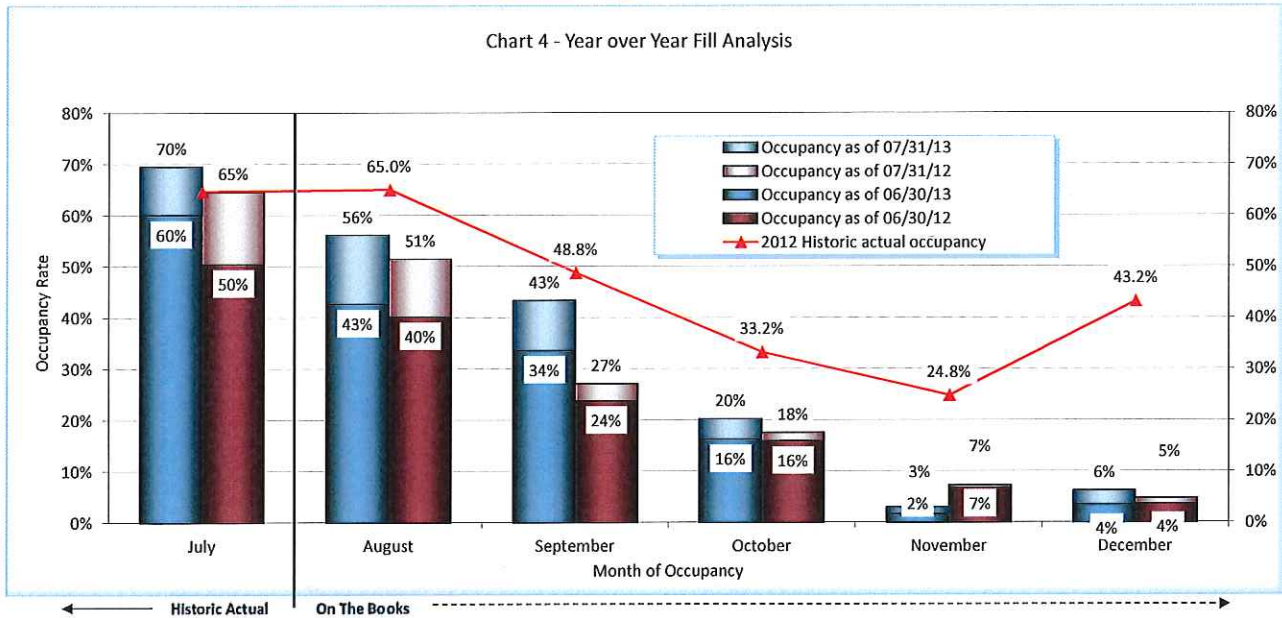


**RESERVATIONS ACTIVITY REPORT  
SECTION 4 - FILL ANALYSIS**

2013/14 Occupancy Pace (as of July 31, 2013) vs. 2012/13 Pace (as of July 31, 2012) vs. same period 2012/13

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

**CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited**



Supporting Table for Chart 4 & Change in Incremental Fill

Month of Occupancy:	OCCUPANCY AS OF JUL 31			OCCUPANCY AS OF JUN 30			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 07/31/13	Occupancy as of 07/31/12	Absolute Change	Occupancy as of 06/30/13	Occupancy as of 06/30/12	Absolute Change	Incremental occupancy booked during Jul. 2013	Incremental occupancy booked during Jul. 2012	Absolute Change in Incremental Fill	Percent Change in Incremental Fill**	
	July	69.5%	64.6%	4.9%	60.1%	50.5%	9.6%	9.4%	14.1%	-4.7%	
August	56.1%	51.4%	4.7%	42.7%	40.2%	2.5%	13.5%	11.3%	2.2%	19.6%	65.0%
September	43.3%	27.1%	16.2%	33.6%	23.7%	9.8%	9.7%	3.3%	6.4%	192.2%	48.8%
October	20.2%	17.5%	2.7%	16.2%	15.9%	0.4%	4.0%	1.6%	2.3%	144.0%	33.2%
November	3.0%	7.2%	-4.2%	1.7%	6.8%	-5.1%	1.3%	0.5%	0.9%	175.2%	24.8%
December	6.2%	4.8%	1.5%	3.5%	3.7%	-0.1%	2.7%	1.1%	1.6%	146.7%	43.2%
<b>Total</b>	<b>35.5%</b>	<b>28.7%</b>	<b>6.8%</b>	<b>26.5%</b>	<b>23.5%</b>	<b>3.0%</b>	<b>9.0%</b>	<b>5.3%</b>	<b>3.7%</b>	<b>71.1%</b>	<b>46.8%</b>

\*\*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 the month just ended.





**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5A - SUPPORTING DATA TABLES**  
 Bookings as of July 31, 2013

**NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above**  
**CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited**

OCCUPANCY RATE	OCCUPANCY RATE: YTD 2013/14 VS. YTD 2012/13			Historic Actual Occup. Rate (2012/13 season)	# of Properties in Sample
	Month of Occupancy (2013/14 & 2012/13)	Occup. Rate as of: July 31, 2013 (2013/14 season)	Occup. Rate as of: July 31, 2012 (2012/13 season)		
February		58.8%	47.5%	23.7%	11
March		53.2%	51.5%	3.3%	11
April		25.0%	41.9%	-40.2%	11
May		28.5%	27.7%	2.6%	11
June		48.6%	44.6%	9.0%	11
July	Historic Actual	69.5%	64.6%	7.6%	11
August	On the Books	56.1%	51.4%	9.1%	11
September		43.3%	27.1%	60.0%	11
October		20.2%	17.5%	15.4%	11
November		3.0%	7.2%	-58.6%	11
December		6.2%	4.8%	30.8%	11
January		9.0%	4.1%	121.0%	11
Grand total		36.4%	32.0%	13.7%	11
Historic months total		47.2%	46.3%	2.0%	11
On the Books months total		24.5%	18.6%	31.5%	11

AVERAGE DAILY RATE	ADR: YTD 2013/14 VS. YTD 2012/13			Historic Actual ADR (2012/13 season)	# of Properties in Sample
	Month of Occupancy (2013/14 & 2012/13)	ADR as of: July 31, 2013 (2013/14 season)	ADR as of: July 31, 2012 (2012/13 season)		
February		\$279	\$260	7.0%	11
March		\$236	\$220	7.5%	11
April		\$169	\$172	-1.7%	11
May		\$158	\$153	3.5%	11
June		\$196	\$189	3.8%	11
July	Historic Actual	\$250	\$227	10.1%	11
August	On the Books	\$239	\$228	4.5%	11
September		\$211	\$185	14.2%	11
October		\$181	\$165	9.8%	11
November		\$168	\$137	22.0%	11
December		\$402	\$297	35.5%	11
January		\$277	\$291	-4.8%	11
Grand total		\$228	\$209	9.3%	11
Historic months total		\$227	\$209	8.5%	11
On the Books months total		\$231	\$208	11.1%	11

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2013/14 VS. YTD 2012/13			Historic Actual RevPAR (2012/13 season)	# of Properties in Sample
	Month of Occupancy (2013/14 & 2012/13)	RevPAR as of: July 31, 2013 (2013/14 season)	RevPAR as of: July 31, 2012 (2012/13 season)		
February		\$164	\$124	32.4%	11
March		\$126	\$113	11.1%	11
April		\$42	\$72	-41.3%	11
May		\$45	\$42	6.2%	11
June		\$95	\$84	13.2%	11
July	Historic Actual	\$174	\$147	18.4%	11
August	On the Books	\$134	\$117	14.0%	11
September		\$92	\$50	82.7%	11
October		\$37	\$29	26.7%	11
November		\$5	\$10	-49.4%	11
December		\$25	\$14	77.2%	11
January		\$25	\$12	110.3%	11
Grand total		\$83	\$67	24.3%	11
Historic months total		\$107	\$97	10.6%	11
On the Books months total		\$57	\$39	46.1%	11



**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5b - SUPPORTING SUMMER DATA TABLES**  
**Summer Bookings as of July 31, 2013**

**NOTE:** This is not a forecast of bookings. Data represent transactions on the books as of the date noted above  
**CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited**

OCCUPANCY RATE		<u>OCCUPANCY RATE: YTD 2013 VS. YTD 2012</u>			Historic Actual Occup. Rate (2012 season)
		Occup. Rate as of: July 31, 2013 (2013 season)	Occup. Rate as of: July 31, 2012 (2012 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2013 & 2012)					
May		28.5%	27.7%	2.6%	
June		48.6%	44.6%	9.0%	
July	<b>Historic Actual</b>	69.5%	64.6%	7.6%	
August	<b>On the Books</b>	56.1%	51.4%	9.1%	65.0%
September		43.3%	27.1%	60.0%	48.8%
October		20.2%	17.5%	15.4%	33.2%
Summer Total		44.9%	38.8%	15.8%	64.9%

AVERAGE DAILY RATE		<u>ADR: YTD 2013 VS. YTD 2012</u>			Historic Actual ADR (2012 season)
		ADR as of: July 31, 2013 (2013 season)	ADR as of: July 31, 2012 (2012 season)	Percent Change YTD ADR	
Month of Occupancy (2013 & 2012)					
May		\$158	\$153	3.5%	
June		\$196	\$189	3.8%	
July	<b>Historic Actual</b>	\$250	\$227	10.1%	
August	<b>On the Books</b>	\$239	\$228	4.5%	\$222
September		\$211	\$185	14.2%	\$184
October		\$181	\$165	9.8%	\$149
Summer Total		\$217	\$202	7.6%	\$196

REVENUE PER AVAILABLE ROOM		<u>REVPAR: YTD 2013 VS. YTD 2012</u>			Historic Actual RevPAR (2012 season)
		RevPAR as of: July 31, 2013 (2013 season)	RevPAR as of: July 31, 2012 (2012 season)	Percent Change in YTD RevPAR	
Month of Occupancy (2013 & 2012)					
May		\$45	\$42	6.2%	
June		\$95	\$84	13.2%	
July	<b>Historic Actual</b>	\$174	\$147	18.4%	
August	<b>On the Books</b>	\$134	\$117	14.0%	\$144
September		\$92	\$50	82.7%	\$90
October		\$37	\$29	26.7%	\$49
Summer Total		\$97	\$78	24.5%	\$93





**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5c - SUPPORTING WINTER DATA TABLES**  
**Winter Bookings as of July 31, 2013**

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

**CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited**

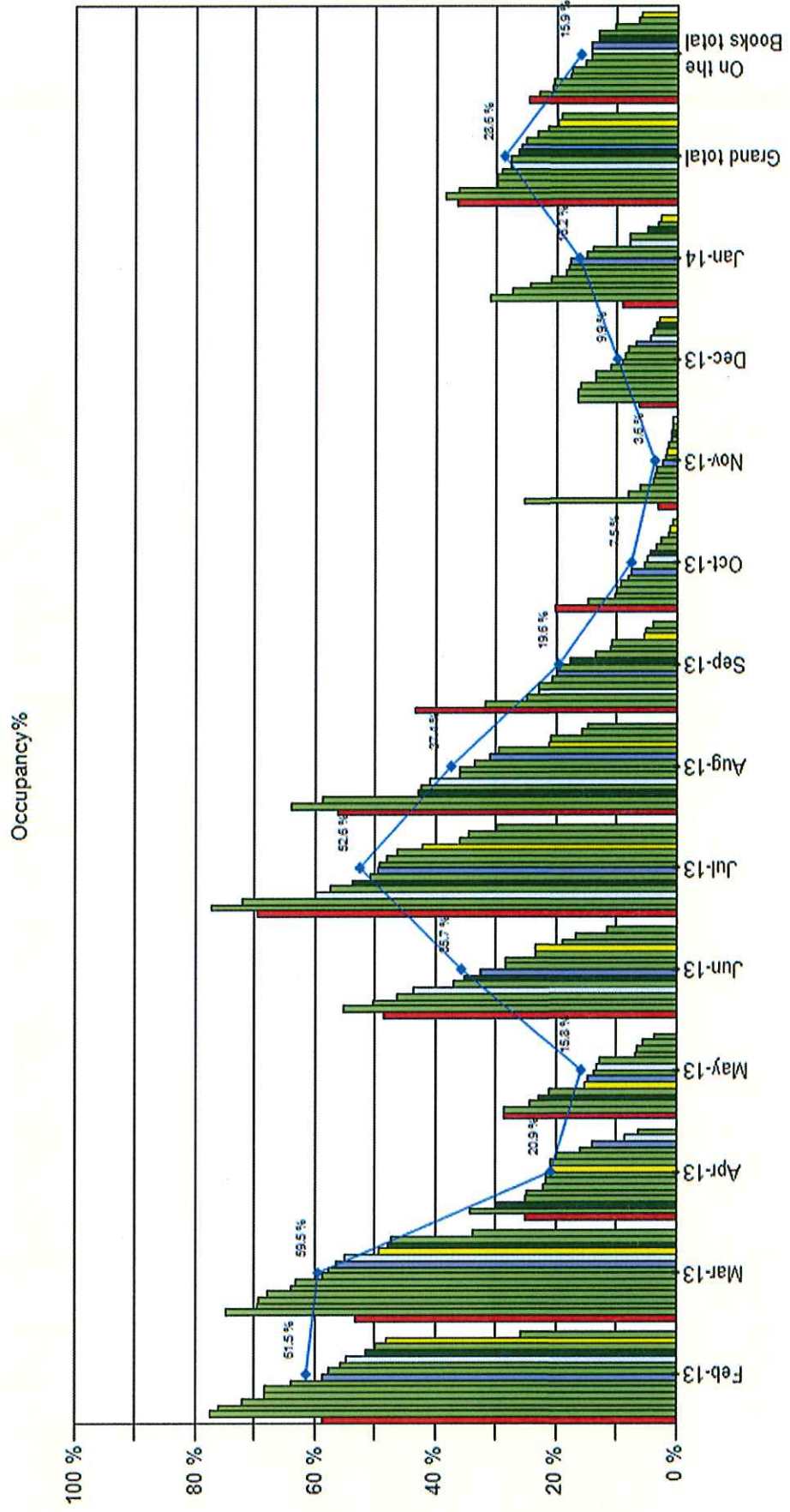
OCCUPANCY RATE	OCCUPANCY RATE: YTD 2013/14 VS. YTD 2012/13			Historic Actual Occup. Rate (2012/13 season)
	Occup. Rate as of: July 31, 2013 (2013/14 season)	Occup. Rate as of: July 31, 2012 (2012/13 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2013/14 & 2012/13)				
November	3.0%	7.2%	-58.6%	24.8%
December	6.2%	4.8%	30.8%	43.2%
January	9.0%	4.1%	121.0%	51.5%
February				
March				
April				
Winter Total	6.3%	5.3%	18.3%	40.1%

AVERAGE DAILY RATE	ADR: YTD 2013/14 VS. YTD 2012/13			Historic Actual ADR (2012/13 season)
	ADR as of: July 31, 2013 (2013/14 season)	ADR as of: July 31, 2012 (2012/13 season)	Percent Change in YTD ADR	
Month of Occupancy (2013/14 & 2012/13)				
November	\$168	\$137	22.0%	\$154
December	\$402	\$297	35.5%	\$306
January	\$277	\$291	-4.8%	\$262
February				
March				
April				
Winter Total	\$306	\$224	36.6%	\$256

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2013/14 VS. YTD 2012/13			Historic Actual RevPAR (2012/13 season)
	RevPAR as of: July 31, 2013 (2013/14 season)	RevPAR as of: July 31, 2012 (2012/13 season)	Percent Change in YTD ADR	
Month of Occupancy (2013/14 & 2012/13)				
November	\$5	\$10	-49.4%	\$38
December	\$25	\$14	77.2%	\$132
January	\$25	\$12	110.3%	\$135
February				
March				
April				
Winter Total	\$19	\$12	61.6%	\$103

**North Lake Tahoe Lodging Occupancy**  
**Enhanced Destination Comparative Report as of 7/31/2013**  
**Confidential Not for Redistribution**

North Lake Tahoe | Central Summit | In-Community Lodges | Park City Area Chamber | Telluride | Average

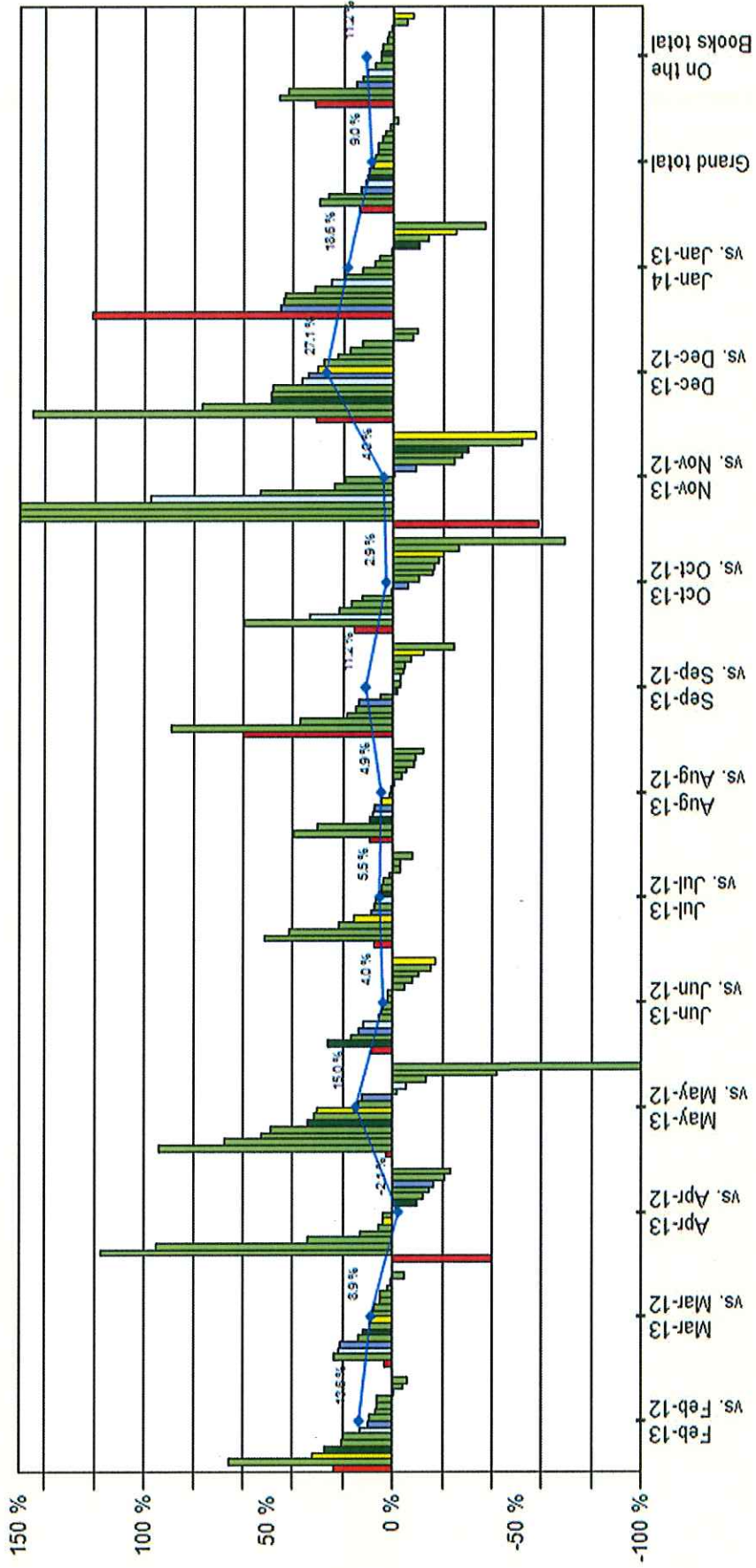




North Lake Tahoe Lodging Occupancy  
 Enhanced Destination Comparative Report as of 7/31/2013  
**Confidential Not for Redistribution**

North Lake Tahoe	Central Summit	Washoe Valley	Park City Area Chamber	Telluride	<anonymous>	Average
------------------	----------------	---------------	------------------------	-----------	-------------	---------

Year-over-Year Change in Occupancy%



**North Lake Tahoe Lodging Occupancy  
Enhanced Destination Comparative Report as of 7/31/2013**

**Confidential Not for Redistribution**

<b>North Lake Tahoe</b>	<b>Central Summit</b>	<b>Massanutn Lakes</b>	<b>Park City Area Chamber</b>	<b>Telluride</b>	<b>&lt;anonymous&gt;</b>	<b>Average</b>
-------------------------	-----------------------	------------------------	-------------------------------	------------------	--------------------------	----------------

**Occupancy Rate as of 7/31/2013:**

Month of Occupancy	North Lake Tahoe	Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	Next Highest Occupancy	All Destination Average
Feb-13	59%	77%	76%	72%	68%	68%	64%	59%	58%	56%	55%	52%	50%	48%	26%	61%
Mar-13	53%	75%	70%	69%	64%	64%	63%	59%	58%	57%	55%	49%	43%	47%	34%	60%
Apr-13	25%	34%	30%	25%	22%	22%	22%	22%	21%	21%	20%	16%	14%	8%	6%	21%
May-13	28%	29%	24%	23%	21%	15%	15%	14%	13%	13%	7%	7%	6%	4%	0%	16%
Jun-13	49%	55%	50%	46%	37%	35%	33%	33%	28%	28%	23%	23%	19%	17%	11%	36%
Jul-13	70%	77%	72%	60%	57%	54%	51%	50%	49%	48%	46%	42%	36%	34%	30%	53%
Aug-13	56%	64%	59%	43%	42%	41%	36%	36%	33%	31%	30%	21%	21%	16%	15%	37%
Sep-13	43%	32%	25%	23%	21%	20%	20%	19%	18%	14%	11%	11%	5%	5%	4%	20%
Oct-13	20%	15%	10%	10%	8%	8%	8%	5%	5%	4%	3%	3%	1%	1%	1%	8%
Nov-13	3%	25%	8%	6%	4%	4%	3%	2%	2%	1%	1%	1%	1%	1%	1%	4%
Dec-13	6%	16%	16%	16%	14%	14%	11%	9%	8%	8%	7%	4%	4%	3%	3%	10%
Jan-14	9%	31%	27%	24%	21%	18%	18%	18%	15%	14%	8%	8%	5%	3%	3%	16%
Grand total	36%	38%	36%	30%	29%	28%	28%	28%	26%	26%	25%	23%	21%	20%	19%	29%
historic months total	47%	53%	52%	42%	41%	41%	41%	40%	39%	38%	35%	35%	33%	32%	29%	41%
On the Books total	25%	23%	21%	20%	18%	17%	15%	14%	14%	14%	13%	13%	10%	6%	6%	16%



**North Lake Tahoe Lodging Occupancy**  
**Enhanced Destination Comparative Report as of 7/31/2013**  
**Confidential Not for Redistribution**

North Lake Tahoe	Central Summit	Mammoth Lakes	Park City Area Chamber	Telluride	<anonymous>	Average
------------------	----------------	---------------	------------------------	-----------	-------------	---------

% Change in Occupancy Rate as of 7/31/2013

Occ Months Compared	North Lake Tahoe	Highest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	Next Strongest Pacing	All Destination Average
Feb-13 vs. Feb-12	24%	66%	32%	27%	20%	20%	13%	10%	7%	7%	6%	0%	-4%	-6%	14%				
Mar-13 vs. Mar-12	3%	23%	21%	21%	14%	12%	10%	9%	7%	5%	5%	2%	1%	-5%	9%				
Apr-13 vs. Apr-12	-40%	117%	95%	34%	13%	6%	4%	4%	-10%	-12%	-14%	-17%	-21%	-23%	-2%				
May-13 vs. May-12	3%	94%	67%	53%	49%	34%	31%	30%	14%	12%	-6%	-13%	-42%	-100%	15%				
Jun-13 vs. Jun-12	9%	26%	17%	13%	12%	6%	4%	4%	2%	2%	-8%	-10%	-16%	-17%	4%				
Jul-13 vs. Jul-12	8%	52%	42%	22%	16%	9%	7%	7%	4%	4%	1%	-3%	-3%	-8%	5%				
Aug-13 vs. Aug-12	9%	40%	30%	9%	8%	7%	5%	1%	0%	0%	-5%	-8%	-9%	-12%	5%				
Sep-13 vs. Sep-12	60%	89%	37%	19%	15%	14%	5%	-2%	-3%	-4%	-5%	-7%	-12%	-24%	11%				
Oct-13 vs. Oct-12	13%	60%	33%	22%	17%	12%	3%	-6%	-10%	-16%	-18%	-20%	-26%	-69%	3%				
Nov-13 vs. Nov-12	-59%	302%	244%	185%	98%	53%	23%	19%	-1%	-9%	-28%	-30%	-52%	-57%	4%				
Dec-13 vs. Dec-12	31%	145%	76%	49%	49%	48%	36%	34%	30%	28%	17%	12%	-8%	-9%	27%				
Jan-14 vs. Jan-13	121%	45%	44%	43%	32%	25%	19%	13%	7%	5%	1%	-14%	-25%	-37%	19%				
Grand total	14%	30%	26%	13%	12%	11%	10%	8%	7%	6%	5%	3%	2%	-2%	9%				
historic months total	2%	36%	23%	14%	13%	11%	11%	10%	9%	6%	4%	0%	0%	-3%	8%				
On the Books total	32%	46%	42%	15%	12%	11%	7%	5%	5%	4%	2%	0%	-6%	-8%	11%				



## north lake tahoe

Chamber | CVB | Resort Association

September 4, 2013

**Subject:** 2013/14 Coordinated Skier Shuttle Funding Request

**From:** Ron Treabess, Director of Community Partnerships and Planning

### **Staff Recommendation:**

- NLTRA Board approve and recommend to the Placer County Board of Supervisors Infrastructure funding of up to \$26,000 to partially support the 2013/14 Coordinated Skier Shuttle Program. This recommendation is with the understanding that the other funding partners have agreed to their level of participation as specified in the operating and financial plan prepared by LSC.

### **Background:**

- The 2012/13 Coordinated Skier Shuttle Pilot Program was conducted last winter.
- A season review and analysis Program Monitoring Report was prepared by LSC in April.
- Based on that report, the program participants indicated an interest in continuing the service for the 2013/14 season.
- A report presenting options for the 2013/14 Skier Shuttle was prepared in June. (attached)
- All agreed that the shuttle be focused on the more effective service elements and improved overall cost efficiency.

### **Decision Considerations:**

- LSC has prepared a letter memo defining the Coordinated Skier Shuttle Program for 2013/14. (attached)
- The program as shown in the letter memo identifies the number of buses, the number of runs, and the routes to be serviced, and the calendar of service during the ski season.
- Existing TART buses will be operated through Placer County Department of Public Works, as part of the TART transit program.
- The TNT/TMA will be responsible for marketing the service, as well as for administering the funds.
- The Town of Truckee and Northstar California will not be participating in the program.
- The three funding partners will be Squaw Valley Ski Holdings, LLC (Alpine and Squaw), JMA Ventures, LLC (Homewood), and the NLTRA (contingent upon approval by Placer County Board of Supervisors).
- The required funding levels for 2013/14 have been calculated and are shown in Table C in the letter memo. (S.V. \$65,786; Homewood \$2,249; NLTRA \$25,676)



- The costs for the program total \$101,181 minus \$7,473 of credited 2012/13 unexpended funds for a net revenue need of \$93,708. The 2012/13 shuttle program cost total= \$238,000.
- The NLTRA share (Placer TOT) will be 27.4% or \$25,676, as compared to \$67,900 in 2012/13.
- The partners have agreed to the Coordinate Skier Service operating and financial plan as proposed.
- Gordon Shaw, LSC, will be at the meeting to present the 2013/14 program.

**Tourism Master Plan/Strategic Goals:**

**By 2016, transportation systems within the North Lake Tahoe area will effectively link visitor destinations, recreation and lodging products with increased ridership on service and 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.**



## TRANSPORTATION PLANNING AND TRAFFIC ENGINEERING CONSULTANTS

2690 Lake Forest Road, Suite C  
Post Office Box 5875  
Tahoe City, California 96145  
(530) 583-4053 FAX: (530) 583-5966  
info@lsctahoe.com  
www.lsctrans.com

### MEMORANDUM

---

To: Coordinated Skier Shuttle Partners

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

Date: August 12, 2013

RE: 2013/14 Coordinated Skier Shuttle Program

---

Based on the results of the pilot 2012-13 coordinated skier shuttle program (as documented in the season review memo prepared by LSC on April 25, 2013) and analysis of service alternatives, program participants indicated an interest in continuing the service for the upcoming winter season, so long as it could be focused on the more effective service elements and overall cost efficiency could be improved. The following is the service and financial plan for the 2013-14 winter season:

- Service will be focused on serving the North Shore and the West Shore lodging properties. Two buses will be operated consistent with the schedule shown in Table A. On each day of operation, two runs will be operated from the Hyatt Resort across the North Shore to the SR 89 corridor along with one round-trip along SR 89 serving the West Shore of Lake Tahoe in the AM peak period, as well as two runs from the SR 89 Corridor to the North Shore along with one round-trip serving the West Shore in the PM peak period. These runs will be timed to meet at the Tahoe City Transit Center to allow visitors staying on the North Shore to transfer directly to and from buses serving the West Shore. This schedule has been adjusted to avoid conflicts with TART buses, and to encourage employees to use TART services rather than skier shuttle services.
- The calendar of service will be as shown in Table B (a total of 46 days). This reflects the elimination of the last two weekends of service operated in 2012/13 (due to poor ridership) but the addition of a second full week of service during the Spring Break period.
- As in 2012/13, the buses will serve limited stops. Buses will serve the lower (Deer Park) Alpine Meadows parking area (where passengers can transfer to the Squaw Valley – Alpine Express), as well as Granlibakken Resort. River Ranch will be served using the existing TART stops. No fare will be charged to the passengers.
- Buses will be operated through Placer County Department of Public Works, as part of the TART transit program. Like other existing seasonal services, TART will use



additional drivers provided by MV Transportation, Inc. under contract to Placer County to staff the additional shift hours added by the ski shuttle program. While TART may schedule County-employed drivers to operate some ski shuttle shifts, the additional MV drivers will be necessary to backfill the other TART route shifts.

- Existing TART buses will be used for the service. Temporary interior window film graphics along with appropriate headsigns will be used to create a unique appearance of these buses.
- Placer County's operating and administrative costs have been estimated by Placer County staff to equal \$58,681, as shown in Attachment A. This reflects the service hours and associated non-service driver/vehicle hours, as well as vehicle maintenance, fueling, insurance, training, allocated supervision/dispatch and allocated fixed costs. In comparison, the estimated costs if the program were to be operated by the private contractor used in the 2012-13 program (at the same rate) would be approximately \$13,500 higher.
- Placer County will be responsible for day-to-day recording of passenger boardings and alightings by stop and run. LSC Transportation Consultants, Inc. will be responsible for ridership forms, an on-board passenger survey (two days of surveys on both buses), and a season-end evaluation of service performance. The resulting report will be provided to all funding partners.
- The TNT/TMA will be responsible for marketing the service, as well as for administering the funds.

Total annual costs of this service are shown in the top portion of Table C. In addition to the costs to Placer County associated with operation of services, costs are incurred for direct marketing expenses, for TMA staff time, and for surveys/performance evaluation. As shown, these costs total \$101,181.

Revenues will be generated by three funding partners: Squaw Valley Ski Holdings, LLC (as operators of Squaw Valley and Alpine Meadows ski areas), JMA Ventures, LLC (as operator of Homewood Mountain Resort), and the North Lake Tahoe Resort Association (contingent on Placer County Board of Supervisors approval)<sup>1</sup>. The required funding levels for 2013-14 are calculated as follows:

1. The funding proportions from 2012/13 excluding the Town of Truckee were calculated.
2. These proportions were multiplied by the total required funding to identify the total funding responsibility of each of the three funding partners.
3. A credit is provided to each program participant, reflecting \$7,473 in funds received but not expended for the 2012/13 program. Per the agreement for 2012/13, any excess funds can either be used to fund the program in future years or returned to the funding partners in proportion to funds received from each, based on a consensus of all funding partners. At a meeting on July 25, 2013, representatives of all 2012/13 funding partners agreed by consensus that the Town's share of these funds (\$152) will be returned to the

<sup>1</sup> As the program no longer serves Truckee, the Town of Truckee will not be a funding partner.

Town, and the shares of the other funding partners will be applied to the 2013/14 program. Accordingly, the TNT/TMA will pay the Town of Truckee \$152, and apply the remainder of the excess 2012/13 funds to the 2013/14 program.

4. The resulting additional funds required of each of the three funding partners for the 2013/14 program are as follows:

- Squaw Valley Ski Holdings, LLC      \$65,783
- JMA Ventures, LLC      \$ 2,249
- North Lake Tahoe Resort Association (Placer County TOT funds)      \$25,676

Funds equal to two-thirds of these individual totals shall be provided to the TNT/TMA no later than October 1, 2013. Funds equal to the remaining one-third of these individual totals shall be provided to the TNT/TMA no later than February 1, 2014.

Accepted for Squaw Valley Ski Holdings, LLC, contingent on approval by NLTRA and Placer County Board of Supervisors

By \_\_\_\_\_ Date \_\_\_\_\_

Print Name and Title \_\_\_\_\_

Accepted by JMA Ventures, LLC, contingent on approval by NLTRA and Placer County Board of Supervisors

By \_\_\_\_\_ Date \_\_\_\_\_

Print Name and Title \_\_\_\_\_

Accepted by North Lake Tahoe Resort Association, contingent upon approval by Placer County Board of Supervisors

By \_\_\_\_\_ Date \_\_\_\_\_

Print Name and Title \_\_\_\_\_



**TABLE A: 2013-14 Coordinated Skier Shuttle Schedule**

**Key Transfer Times**

**Note: Not all stops listed. Other services not shown.**

Community	Stops	Bus 1	Bus 2
<b>AM Period</b>			
Incline Village	Hyatt	8:05	7:20
Crystal Bay	Biltmore (TART Stop)	8:20	7:35
Kings Beach	Ferarri Crown Motel	8:25	7:40
Tahoe Vista	Red Wolf, Firelight, Cedar Glen	8:27	7:42
Carnelian Bay	TART Stops	8:33	7:48
Dollar Hill	TART Stops	8:36	7:51
Tahoe City Lodging	Peppertree, Americas Best Value Inn, Tahoe Marina Lodge	8:40	7:55
Tahoe City Transit Center	Bay 5		8:05
Squaw Valley	East End of Village		8:30
Tahoe City Transit Center	Bays 4 and 5	8:50	8:50
Granlibakken	Porte Cochere		8:55
Sunnyside	TART Shelters		9:00
Homewood	Homewood Mt Resort		9:15
Sunnyside	TART Shelters		9:22
Granlibakken	Porte Cochere		9:27
Tahoe City Transit Center	Bay 5		9:37
Squaw Valley	East End of Village	9:15	10:02
<b>PM Period</b>			
Squaw Valley	East End of Village	3:43	4:25
Tahoe City Transit Center	Bay 4	4:08	
Granlibakken	Porte Cochere	4:13	
Sunnyside	TART Shelters	4:18	
Homewood	Homewood Mt Resort	4:28	
Sunnyside	TART Shelters	4:35	
Granlibakken	Porte Cochere	4:40	
Tahoe City Transit Center	Bays 4 and 5	4:50	4:50
Squaw Valley	East End of Village	5:10	
Tahoe City Transit Center	Bay 5	5:35	
Tahoe City Lodging	Peppertree, Americas Best Value Inn, Tahoe Marina Lodge	5:39	4:54
Dollar Hill	TART Stops	5:44	4:59
Carnelian Bay	TART Stops	5:48	5:03
Tahoe Vista	Red Wolf, Firelight, Cedar Glen	5:51	5:06
Kings Beach	Ferarri Crown Motel	6:00	5:15
Crystal Bay	Crystal Bay Club (TART Stop)	6:05	5:20
Incline Village	Hyatt	6:20	5:40
<b>Total Contract Decimal Hours</b>			
<b>Total In-Service Hours</b>		<b>3.78</b>	<b>3.95</b>

**TABLE B: Service Calendar**

Week Beginning	Su	Mo	Tu	We	Th	Fr	Sa
12/15/2013							
12/22/2013							
12/29/2013							
1/5/2014							
1/12/2014							
1/19/2014							
1/26/2014							
2/2/2014							
2/9/2014							
2/16/2014							
2/23/2014							
3/2/2014							
3/9/2014							
3/16/2014							



**TABLE C: Coordinated Skier Shuttle Income and Expenses -  
- 2013/14**

**COSTS**

Operations: Placer County	\$58,681
Marketing	\$28,000
TNT/TMA Staff Time for Marketing	\$7,500
Monitoring and Performance Analysis	\$7,000
<b>Total</b>	<b>\$101,181</b>

**REVENUES**

<b>Allocation to 2013/14 Funding Partners</b>	<u>Funding Proportion (1)</u>	
North Lake Tahoe Resort Association (2)	27.4%	\$27,724
Squaw Valley/ Alpine Meadows	70.2%	\$71,029
Homewood Mountain Resort	2.4%	\$2,428
<b>Total</b>		<b>\$101,181</b>

**Minus Credit: Funds Collected and Not Expended for 2012-13**

North Lake Tahoe Resort Association (2)	(\$2,048)
Squaw Valley/ Alpine Meadows	(\$5,246)
Homewood Mountain Resort	(\$179)
<b>Total</b>	<b>(\$7,473)</b>

**Total Funds Required for 2013-14 Program**

North Lake Tahoe Resort Association (2)	\$25,676
Squaw Valley/ Alpine Meadows	\$65,783
Homewood Mountain Resort	\$2,249
<b>Total</b>	<b>\$93,708</b>

Note 1: 2012/13 proportions, excluding Town of Truckee. Note 2: Placer County TOT.

**ATTACHMENT A**

**TART 2-Bus Ski Shuttle Cost**  
7/25/2013

	Salary	Subsistance	Benefits	Total Cost
<b>Labor Costs per FY 13/14 Budget</b>				
Extra Help Drivers	\$ 18.32	0	\$ 1.82	\$ 20.14
Permanent TART Drivers - Avg	\$ 21.21	\$ 3.89	\$ 13.57	\$ 38.67
Senior Transportation Systems Supervisor				
Supervisor	\$ 24.41	\$ 3.89	\$ 17.72	\$ 46.03
Senior Driver	\$ 22.75	\$ 3.89	\$ 16.52	\$ 43.16
Administrative Dispatcher	\$ 25.04	\$ 3.89	\$ 18.18	\$ 47.11
Contract Bus Drivers				\$ 41.82

<u>Driver Cost</u>	hrs	Charge	Category Cost	per VRH
<u>Driving Shift:</u>				
Permanent TART Driver		\$ 38.67		
Extra Help Drivers		\$ 20.14		
Contract Bus Drivers	679	\$ 41.82	\$ 23,374.97	
<b>TOTAL</b>	679		<b>\$ 28,374.87</b>	\$ 28,375 \$ 40.63

<u>Maintenance Hours &amp; Cost</u>				
Miles	13,800			
TART Maintenance Cost/Mi	\$ 0.50			
Total Maintenance Costs	\$ 6,900		\$ 6,900	\$ 19.61

<u>General Liability Costs</u>				
Cost per Mile (Per TART Cost Model)	0.12			
Total GL Costs	\$ 1,656		\$ 1,656	\$ 4.71

<u>Fuel Usage &amp; Cost</u>	MPG	avg \$/Gallon	Fuel Usage	Total Cost	Cost/Mile
Gasoline	8.00	\$ 3.50	-	\$ -	\$ -
Diesel	7.72	\$ 3.50	-	\$ -	\$ -
CNG	3.62	\$ 1.50	3,812	\$ 5,718	\$ 0.41
<b>Total</b>			3,812	<b>\$ 5,718.23</b>	\$ 16.25

<u>Supervision/Dispatch/Office Hours (Allocated to added Service)</u>	Total	per Week	Total Cost	
Senior Transp. Systems Supervisor	0	0.0	\$ -	
Transportation Supervisor	30	1.8	\$ 1,381	
Senior Driver	30	1.8	\$ 1,295	
Administrative Dispatcher	30	1.8	\$ 1,414	
Backup Office Staff (TART Driver)		0.0	\$ -	
<b>Total</b>	90	5.6	<b>\$ 4,089</b>	\$ 4,089 \$ 11.62

<u>Training Hours &amp; Cost</u>	Hours	Cost		
Senior Transp. Systems Supervisor		\$ -		
Transportation Supervisor		\$ -		
Senior Driver	40	\$ 1,727		
Administrative Dispatcher		\$ -		
Backup Office Staff (TART Driver)		\$ -		
Permanent TART Driver Hours	20	\$ 773		
Extra Help Driver Hours	0	\$ -		
Contract Drivers	40	\$ 1,673		
<b>TOTAL</b>	100	<b>\$ 4,173</b>	\$ 4,173	\$ 11.86

Note: Training includes safety modules.

<u>Allocation of Fixed Costs</u>				
FY 12/13 Fixed Costs per VRH excluding TART Support Staff Above	\$ 22.08			
Fixed Costs	\$ 7,770		\$ 7,770	\$ 22.08
<b>Grand TOTAL Cost</b>			<b>\$ 58,681</b>	
<b>VRH</b>			<b>352</b>	
<b>Cost/VRH</b>			<b>\$ 166.75</b>	





## TRANSPORTATION PLANNING AND TRAFFIC ENGINEERING CONSULTANTS

2690 Lake Forest Road, Suite C  
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: Ron Treabess, NLTRA  
From: Gordon Shaw, PE, AICP, LSC Transportation Consultants, Inc.  
Date: June 11, 2013  
RE: Potential 2013/14 Coordinated Skier Shuttle Option

---

#### INTRODUCTION

Based on the results of the pilot 2012-13 coordinated skier shuttle program (as documented in the season review memo prepared by LSC on April 25, 2013) as well as our recent meeting, LSC has conducted additional analysis of ridership by run segment and developed three scenarios of a reduced program for consideration regarding the upcoming ski season.

#### REVIEW OF 2012-13 PERFORMANCE BY RUN

As a basis for decision-making regarding reductions from the 2012-13 service plan, last year's total ridership boarding/alighting data by stop and run was evaluated. These results, arranged by trip origin/destination and time, are shown in Table A. This table also presents the vehicle-hours of service, the cost of service (at the contracted rate of \$219.96 per vehicle service-hour), the passengers per vehicle service-hour and the cost per passenger. A review of this table indicates the following:

- Ridership is substantially higher on the services between Incline Village and Squaw Valley than on the other route segments.
- Ridership is higher on the West Shore – Squaw Valley runs than on the Squaw Valley – Northstar runs, but is much lower than in the Incline Village – Squaw Valley Runs
- Ridership is generally higher on the earlier AM runs than on the later runs. For instance, the ridership on the 7:45 AM departure from the Hyatt is close to three times the ridership on the 8:18 AM departure.

As one option would be to operate only a portion of the Squaw Valley – Northstar runs (such as between Squaw Valley and Truckee), a more detailed review was conducted of ridership on these runs. As shown in Table B, of the total ridership on these runs, 63 percent consisted of passengers traveling between Squaw Valley and Truckee, 24 percent were traveling between

Truckee and Northstar, and the remaining 13 percent were traveling between Squaw Valley and Northstar. This indicates that service between Squaw Valley and Truckee would carry the majority of the ridership.

Finally, it is useful for this analysis to review the daily ridership by run, as a basis for assessing the size of vehicles that might be needed in 2013-14. Table C presents the peak daily ridership on each run, as well as the 5<sup>th</sup>-highest ridership (as a reasonable planning level, to avoid standees on all but the busiest days). As shown, in 2012-13, the peak passenger load was 45 passengers (on the Incline – Squaw Valley Bus 1, in the PM peak-hour), followed by 32 passengers (on the Incline – Squaw Valley Bus 2 in the PM peak-hour). Peak load on the West Shore – Squaw Valley bus was 19, while the peak load on either of the two Squaw Valley – Northstar buses was 13. For planning purposes, and assuming no change in service plan, it is reasonable to factor up this figures by 66 percent to reflect growth in ridership (as discussed in the previous memo), as shown in the right portion of Table C. These figures indicate the following:

- It would not be possible for a West-Shore-only bus to transfer all passengers to Incline – Squaw Valley buses (or vice versa, in the PM), as there is not sufficient capacity between Tahoe City and Squaw Valley on the Incline – Squaw Valley buses on peak days.
- Full size (40 to 45 passenger) buses would need to be operated on the two Incline Village – Squaw Valley runs, but smaller buses (30 passengers or less) would be sufficient on the other runs.
- If ridership grows in the second year of service as expected, additional efforts would be necessary to ensure that employees do not use so much of the seating capacity in the PM runs from Squaw Valley to Incline Village that visitors cannot be served.

#### **DRAFT 2013-14 OPERATING SCENARIOS**

Based on the review presented above as well as the April 25<sup>th</sup> memo and the desire to improve the efficiency of the skier shuttle program, we have prepared three potential operating scenarios for review and discussion.

##### *4 Bus Scenario*

As summarized in Table D, under this scenario the following services would be operated as part of the TTD contracted service:

- Two full-sized buses would be operated between Incline Village and Squaw Valley, each operating one AM westbound run and one PM eastbound run from Squaw Valley to Incline Village. One of these buses would be timed to meet the West Shore – Squaw Valley bus at the Tahoe City Transit Center, in order to make connections for North Shore lodgers traveling to Homewood Mountain Resort in the AM, and returning in the PM. These runs would operate very similarly to the runs in 2012/13.
- One smaller bus operating a West Shore – Squaw Valley run, with a single round-trip in both the AM and PM peak hour (northbound followed by southbound in the AM, and



southbound followed by northbound in the PM). Compared with 2012/13, this drops the second run to Squaw Valley in the AM and from Squaw Valley in the PM.

- A fourth vehicle (small bus) would operate a round-trip between Truckee and Squaw Valley in the AM and PM periods, originating in Truckee in the AM and Squaw Valley in the PM. These could potentially be timed to provide transfers to Donner Summit buses, depending on possible changes in the schedule of these other buses.

Table D also shows a potential schedule for a Northstar California bus that could also serve Diamond Peak Ski Area in both the AM and PM periods. In addition to serving the schedule operated by Northstar California in 2012-13 between the Hyatt, Tahoe Vista and Northstar, the AM bus would return back to Diamond Peak in the AM, and start at Diamond Peak in the PM. Under this schedule, there would not be a transfer opportunity to coordinate the Northstar-Diamond Peak bus with the other buses. As the Northstar bus would not be part of the TTD contract, Diamond Peak (IVGID) could simply provide funding to Northstar California to compensate for the additional operating costs associated with service to/from Diamond Peak, and this service could be marketed as part of the coordinated skier shuttle program.

While not shown, it would be possible by shifting the AM schedule earlier by 20 minutes (a 7:40 AM departure from the Hyatt) to start the Incline Village – Squaw Valley 1 bus in Tahoe City and make a westbound-to-northbound transfer at SR 267/SR 28 around 8:00 AM. This would allow North Shore residents west of Tahoe Vista to get to Northstar. It would also be possible for the Incline Village – Squaw Valley 2 bus schedule to be extended to make a westbound run from the Hyatt to Tahoe City, making a transfer at this same location at 5:38 PM (without changing the Northstar bus schedule) in order to complete the return trip for Northstar skiers returning the North Shore. While this would expand the lodging properties that have the opportunity to use the skier shuttle to ski at Northstar, it would require the morning departure from the Hyatt to Northstar to shift earlier than at present.

Table D also indicates the key service times for the Truckee – Donner Summit bus schedule operated in 2012-13. While this schedule may well change for the upcoming season, this does indicate how the Squaw Valley – Truckee bus could provide timed connections in both direction, allowing Summit residents and guests to ski at Squaw Valley, and vice versa.

The cost estimate of the selected bidder for the 2012-13 service (Amador Stage Lines) based their bid on the number of buses and service days, as shown in the attached bid summary (though this figure was converted into an equivalent cost per vehicle-service hour to meet the RFP requirements). This is logical given the operator's base in the Reno area, and indicates that solely trimming individual routes would not impact the costs for service in the coming year. Rather, costs will largely be a factor of the number of buses required to operate the service plan, and the number of days of service.

Based on the observed ridership per day for the previous season and subsequent discussions, the schedule of days of service has been modified slightly to eliminate service on the final few weekends (which had low ridership) but adding a second week of full service during the Spring Break period. As shown in Table E, this totals 46 days of service per season.

Multiplying the 2012-13 cost per bus-day of the winning bidder (\$825) by the number of days for a 4-bus service plan, the total estimated contract cost of the service is \$151,800, as shown in Table F. This excludes non-contract costs, such as TMA management and marketing costs,

TTD legal costs, monitoring costs, etc. It also assumes that the cost for smaller buses on two of the four runs would not be lower than the cost for the full-sized buses (which would need to be determined through an RFP process).

As an aside, the fact that contractor costs do not vary based on the number of hours operated means that additional runs could be operated during the mid-day period, potentially at no additional cost.

In addition, other costs are incurred for program administration, marketing, monitoring, legal services, and a small amount for parking lot snow removal. Based on 2012-13 costs, these total approximately \$64,000. Total annual cost of this reduced 4-bus program is estimated to be \$215,800.

Ridership on the various routes can be estimated by reviewing ridership on the specific runs, which is summarized in Table A. Ridership on these same specific runs in 2012-13 can be expected to be higher for several reasons:

- The typical observed growth in ridership on new transit services as more potential passengers and lodging operators are aware of the service.
- The ability to market the service more than a few days in advance of the start of service.
- The shift in service days to a higher potential part of the ski season.

Overall, a 66 percent increase in ridership is a reasonable estimate, which would indicate an estimated annual ridership of roughly 4,900 one-way passenger-trips. Overall passenger-trips per vehicle service-hour is forecast to be 10.9, with an overall cost per passenger-trip of \$44.47. The Incline Village – Squaw Valley performance measures remain significantly better than the other routes.

### *3 Bus Scenario*

This is identical to the 4 Bus Scenario, except that the bus operating between Squaw Valley and Truckee would be eliminated. This would reduce contractor costs by \$37,950 per year, though other costs would only decrease slightly (subtracting snow removal costs at the Truckee park-and-ride lot). Service effectiveness, as measured by passenger-trips per vehicle-hour, would increase, while the cost per passenger-trip would decrease. This option, however, would eliminate any skier shuttle service to Truckee or to connections to Donner Summit.

### *2 Bus Scenario*

A "2 Bus" plan was also considered, as shown in Table G. The first departure from the Hyatt would be moved up to 7:40 AM, and this bus would turn around at Squaw Valley to return to Tahoe City at 9:07 AM before ending the run at Homewood at 9:32 AM. The second bus would depart the Hyatt at 8:10 AM, and meet the first bus in Tahoe City to transfer passengers bound to Homewood. In the afternoon at 4:00 PM, one bus would depart Homewood and the second depart Squaw Valley, meeting in Tahoe City. The bus originating at Squaw Valley would continue on to the Hyatt, while the bus originating in Homewood would continue on to Squaw Valley to provide a 4:50 PM departure for the Hyatt. Cost would be reduced to a total of



\$137,900 for a 46-day operating season, while passenger-trips per vehicle-hour would be increased to 19.6 and cost efficiency would be improved to \$18.63 per passenger-trip. However, beyond the lack of connections to Truckee, no service would be provided from lodging properties on the West Shore to Squaw Valley, and the only service to Homewood would arrive relatively late in the morning.

**TABLE A: 2012-13 Skier Shuttle Performance by Run**

From	To	Run Start Time	Season Boardings	Vehicle Service Hours		Season Cost	Psgrs / VSH	Cost per Psgr
				Daily	Season			
<b>AM Period</b>								
Incline Village	Squaw Valley	7:45 AM	473	1.12	49.13	\$10,807	9.63	\$22.85
Incline Village	Squaw Valley	8:18 AM	177	1.12	49.13	\$10,807	3.60	\$61.06
Squaw Valley	Northstar	7:45 AM	33	0.78	34.47	\$7,581	0.96	\$229.74
Squaw Valley	Northstar	8:58 AM	41	0.87	38.13	\$8,388	1.08	\$204.58
Northstar	Squaw Valley	8:00 AM	69	0.97	42.53	\$9,356	1.62	\$135.59
Northstar	Squaw Valley	8:32 AM	50	1.10	48.40	\$10,646	1.03	\$212.92
Tahoma	Squaw Valley	7:50 AM	100	0.98	43.27	\$9,517	2.31	\$95.17
Tahoma	Squaw Valley	9:40 AM	73	0.92	40.33	\$8,872	1.81	\$121.53
Squaw Valley	Tahoma	8:49 AM	49	0.85	37.40	\$8,227	1.31	\$167.89
<b>PM Period</b>								
Squaw Valley	Incline Village	4:00 PM	1100	1.17	51.33	\$11,291	21.43	\$10.26
Squaw Valley	Incline Village	4:53 PM	695	1.12	49.13	\$10,807	14.15	\$15.55
Northstar	Squaw Valley	4:44 PM	18	0.82	35.93	\$7,904	0.50	\$439.11
Northstar	Squaw Valley	5:30 PM	4	0.95	41.80	\$9,194	0.10	\$2,298.58
Squaw Valley	Northstar	4:46 PM	99	0.73	32.27	\$7,097	3.07	\$71.69
Squaw Valley	Northstar	5:33 PM	4	0.83	36.67	\$8,065	0.11	\$2,016.30
Squaw Valley	Tahoma	3:38 PM	131	1.00	44.00	\$9,678	2.98	\$73.88
Squaw Valley	Tahoma	5:40 PM	57	0.80	35.20	\$7,743	1.62	\$135.83
Tahoma	Squaw Valley	4:38 PM	28	1.03	45.47	\$10,001	0.62	\$357.17



**TABLE B: Review of Ridership by Segment on Northstar -- Squaw Valley Runs**

From	To	Run Start Time	Total Passenger-Trips Over Season		
			Between Squaw Valley and Truckee	Between Truckee and Northstar	Between Squaw Valley and Northstar
<b>AM Period</b>					
Squaw Valley	Northstar	7:45 AM	1	28	4
Squaw Valley	Northstar	8:58 AM	6	23	12
Northstar	Squaw Valley	8:00 AM	65	0	4
Northstar	Squaw Valley	8:32 AM	34	14	2
Total			106	65	22
% of Total			55%	34%	11%
<b>PM Period</b>					
Northstar	Squaw Valley	4:44 PM	2	3	13
Northstar	Squaw Valley	5:30 PM	0	4	0
Squaw Valley	Northstar	4:46 PM	86	2	2
Squaw Valley	Northstar	5:33 PM	2	0	2
Total			90	9	17
% of Total			78%	8%	15%
Total			196	74	39
% of Total			63%	24%	13%

**TABLE C: Peak Passenger Load**

		2012/13 Season		Potential 2013/14 Season (1)	
		Peak	5th Highest	Peak	5th Highest
Incline-Squaw 1	AM	22	18	37	30
	PM	45	39	75	65
Incline-Squaw 2	AM	13	10	22	17
	PM	32	25	53	42
West Shore - Squaw	AM	19	11	32	18
	PM	16	12	27	20
Squaw - Northstar	AM	15	5	25	8
	PM	13	4	22	7
Northstar- Squaw	AM	11	8	18	13
	PM	6	2	10	3

Assuming 66 percent increase over 2012/13 figures.



**TABLE D: Reduced North Tahoe / Truckee Coordinated Skier Shuttle Schedule**

6/11/2013

[Key Transfer Times](#)

Note: Not all stops listed

Community	Stops	Skier Shuttle Program (TTD Contract)				Northstar California	Town of Truckee	
		Squaw Valley	Alpine/ Squaw	Incline Village	Incline Village	Incline Village	Truckee	Truckee
		Truckee	West Shore	Alpine/ Squaw 1	Alpine/ Squaw 2	Northstar	Summit 1	Summit 2
<b>AM Period</b>								
Tahoma	Post Office		7:50					
Homewood	Homewood Mt Resort		8:00					
Sunnyside	TART Shelters		8:10					
Granlibakken	Porte Cochere		8:15					
Boreal	See Truckee Donner						7:30	8:15
Royal Gorge	Summit Schedule for List						7:50	8:35
Donner Ski Ranch	of All Stops						8:05	8:50
Sugar Bowl (Mt Judah Lodge)							8:11	8:47
Downtown Truckee	Depot	8:30						
Truckee	Old Middle School PnR	8:35					8:35	
Tahoe City Transit Center	Bay 4		8:25					
Squaw Valley	East End of Village	8:58	8:45					
Truckee (arr)	Old Middle School PnR	9:16					9:16	
Truckee (dep)	Old Middle School PnR							9:20
Sugar Bowl (Mt Judah Lodge)	See Truckee Donner						9:40	
Donner Ski Ranch	Summit Schedule for List						9:46	
Royal Gorge	of All Stops						10:01	
Boreal							10:20	
Incline Village	Hyatt		8:18	7:45	8:00			
Crystal Bay	Billmore (TART Stop)		8:33	8:00	8:16			
Kings Beach	Ferani Crown Motel		8:40	8:07	8:20			
Tahoe Vista	Red Wolf, Firelight, Cedar Glen		8:42	8:09	8:30			
Northstar	Village Transit Center				8:43			
Kings Beach					8:56			
Crystal Bay					9:00			
Diamond Peak					9:20			
Camellian Bay	TART Stops		8:48	8:15				
Dollar Hill	TART Stops		8:51	8:18				
Tahoe City Lodging	Peppertree, Americas Best Value Inn, Tahoe		8:55	8:22				
Tahoe City Transit Center	Bays 4 and 5	9:05	9:05	8:32				
Granlibakken	Porte Cochere	9:10						
Sunnyside	TART Shelters	9:15						
Homewood	Homewood Mt Resort	9:30						
Squaw Valley	East End of Village		9:25	8:52				
<b>PM Period</b>								
Squaw Valley	East End of Village	4:46	3:38	4:53	4:00			
Tahoe City Transit Center	Bays 4 and 5		4:03	4:20				
Granlibakken	Porte Cochere		4:08					
Sunnyside	TART Shelters		4:13					
Homewood	Homewood Mt Resort		4:28					
Tahoma	Post Office		4:38					
Homewood	Homewood Mt Resort		4:48					
Sunnyside	TART Shelters		4:58					
Granlibakken	Porte Cochere		5:03					
Boreal	See Truckee Donner						4:05	
Royal Gorge	Summit Schedule for List						4:25	
Donner Ski Ranch	of All Stops						4:40	
Sugar Bowl (Mt Judah Lodge)							4:46	
Truckee (arr)	Old Middle School PnR	5:09						5:09
Truckee (dep)	Old Middle School PnR	5:10					5:10	
Downtown Truckee	Depot							
Tahoe City Transit Center	Bays 4 and 5		5:13	5:10				
Squaw Valley	East End of Village	5:33	5:33					
Diamond Peak					4:30			
Crystal Bay					4:45			
Kings Beach					4:49			
Northstar	Village Transportation Center				5:15			
Sugar Bowl (Mt Judah Lodge)	See Truckee Donner							5:33
Donner Ski Ranch	Summit Schedule for List							5:39
Royal Gorge	of All Stops							5:54
Boreal								6:13
Tahoe City Lodging	Peppertree, Americas Best Value Inn, Tahoe		5:17	4:24				
Dollar Hill	TART Stops		5:22	4:29				
Camellian Bay	TART Stops		5:26	4:33				
Tahoe Vista	Red Wolf, Firelight, Cedar Glen		5:29	4:36	5:20			
Kings Beach	Ferani Crown Motel		5:38	4:45	5:38			
Crystal Bay	Crystal Bay Club (TART Stop)		5:43	4:50	5:42			
Incline Village	Hyatt		6:00	5:10	5:58			
<b>Total Contract Decimal Hours</b>							<b>Total In Program</b>	
<b>Total In-Service Hours</b>		1.55	3.58	2.23	2.28	2.80	9.65	

**TABLE E: Service Calendar**

Week Beginning	Su	Mo	Tu	We	Th	Fr	Sa
12/15/2013							
12/22/2013							
12/29/2013							
1/5/2014							
1/12/2014							
1/19/2014							
1/26/2014							
2/2/2014							
2/9/2014							
2/16/2014							
2/23/2014							
3/2/2014							
3/9/2014							
3/16/2014							



**TABLE F: Costs, Ridership and Performance Analysis of Reduced Program Options**

	Squaw Valley Truckee	Alpine/ Squaw West Shore	Incline Village Alpine/ Squaw 1	Incline Village Alpine/ Squaw 2	TOTAL: 4 Bus Option	TOTAL: 3-Bus Option Excluding Squaw Valley -- Truckee	TOTAL: 2-Bus Option
	AM & PM Round Trip Between Squaw Valley and Truckee	AM & PM Round Trip Between Tahoma and Squaw Valley	1 AM Run From Hyatt to Squaw Valley, PM Return	1 AM Run From Hyatt to Squaw Valley, PM Return			
Daily Hours	1.55	3.58	2.23	2.28	9.65	8.10	6.18
Annual Hours (46 Days)	71.3	164.8	102.7	105.0	443.9	372.6	207.8
Annual Contractor Cost (At \$825 per vehicle-day)	\$37,950	\$37,950	\$37,950	\$37,950	\$151,800	\$113,850	\$75,900
Other Costs (Administration, Marketing, Legal, Monitoring)	--	--	--	--	\$64,000	\$62,000	\$62,000
Total Annual Costs	--	--	--	--	\$215,800	\$175,850	\$137,900
Annual Ridership (2012-13)	159	308	872	1,573	2,912	2,753	2,522
Est Annual Ridership 2013-14 (66% Increase Over 12-13)	265	513	1,453	2,622	4,853	4,588	4,075
Passengers per Vehicle-Hr of Service	3.7	3.1	14.1	25.0	10.9	12.3	19.6
Contractor Cost per Passenger-Trip	\$143.21	\$73.98	\$26.12	\$14.47	\$31.28	\$24.81	\$18.63
Total Cost per Passenger-Trip	--	--	--	--	\$44.47	\$38.33	\$33.84

**TABLE G: 2 Bus Coordinated Skier Shuttle Schedule**

**Key Transfer Times**

Note: Not all stops listed. Other services not shown.

Skier Shuttle Program (TTD Contract)

Community	Stops	Skier Shuttle Program (TTD Contract)	
		Incline Village Alpine/ Squaw 1	Incline Village Alpine/ Squaw 2
<b>AM Period</b>			
Incline Village	Hyatt	8:20	7:40
Crystal Bay	Biltmore (TART Stop)	8:35	7:55
Kings Beach	Ferari Crown Motel	8:42	8:02
Tahoe Vista	Red Wolf, Firelight, Cedar Glen	8:44	8:04
Carnelian Bay	TART Stops	8:50	8:10
Dollar Hill	TART Stops	8:53	8:13
Tahoe City Lodging		8:57	8:17
Tahoe City Transit Center	Bays 4 and 5		8:27
Squaw Valley	East End of Village		8:47
Tahoe City Transit Center	Bays 4 and 5	9:07	9:07
Granlibakken	Porte Cochere		9:12
Sunnyside	TART Shelters		9:17
Homewood	Homewood Mt Resort		9:32
Squaw Valley	East End of Village	9:27	
<b>PM Period</b>			
Squaw Valley	East End of Village		4:00
Homewood	Homewood Mt Resort	4:00	
Sunnyside	TART Shelters	4:10	
Granlibakken	Porte Cochere	4:15	
Tahoe City Transit Center	Bays 4 and 5	4:25	4:25
Squaw Valley	East End of Village	4:45	
Tahoe City Transit Center	Bays 4 and 5	5:10	
Tahoe City Lodging	Peppertree, Americas Best Value Inn, Tahoe Marina Lodge	5:14	4:29
Dollar Hill	TART Stops	5:19	4:34
Carnelian Bay	TART Stops	5:23	4:38
Tahoe Vista	Red Wolf, Firelight, Cedar Glen	5:26	4:41
Kings Beach	Ferari Crown Motel	5:35	4:50
Crystal Bay	Crystal Bay Club (TART Stop)	5:40	4:55
Incline Village	Hyatt	5:57	5:15
<b>Total Contract Decimal Hours</b>			
<b>Total In-Service Hours</b>		<b>3.07</b>	<b>3.12</b>

EXHIBIT B  
Cost Proposal Form



Cost Proposal from Amador Stage Lines, Inc.

Projected service hours 1035.25

Number of service days	46
Number of buses per day	x6
Total bus days	276
Cost per day per bus	\$ 825.00
Total contract cost:	\$ 227,700.00



$\$227,700.00 / \$1035.25 =$  \$219.96 per Schedule Vehicle Hour

**Proposed Cost per Scheduled Vehicle-Hour: \$219.96**





## north lake tahoe

Chamber | CVB | Resort Association

September 4, 2013

**Subject:** Lake Forest Boat Ramp Rehabilitation Funding Request  
**From:** Ron Treabess, Director of Community Partnerships and Planning

### Staff Recommendation:

- The NLTRA Board approve and recommend to the Placer County Board of Supervisors Infrastructure funding of \$35,000 to the Tahoe City Public Utility District for partial funding of the design and permitting phase of the Lake Forest Boat Ramp Rehabilitation Project.

### Project Description: (See attached Infrastructure Funding Application)

- The project includes design, permitting, and construction of a new concrete boat ramp and the dredging to return the lake bottom to the original design elevations.
- The new ramp will continue to provide three launching lanes that will be widened to 15 feet to meet current safety standards for high volumes of use.
- It will be designed to prevent any future undermining of the new ramp.
- Total project cost is \$794,444 (\$90,000 design and permitting, \$704,444 construction)

### Decision Considerations:

- The 50 year old Lake Forest Boat Ramp provides for the greatest amount of visitor boat launches at North Lake Tahoe.
- The \$90,000 will be split into \$55,000 from TCPUD, and \$35,000 from this TOT request.
- Wildlife Conservation Board is favorably considering the full construction funding.
- No additional TOT funding is anticipated.
- This year-round ramp will attract 97,200 annual visitors; 81% out of area
- There will be very positive economic and community impacts as a result of project.
- The Joint Committee unanimously recommended approval of the \$35,000 request. Auerbach recused himself for having involvement in the project.

### Tourism Master Plan/Strategic Goals:

By 2016, the North Lake Tahoe Region will dominate the California market as a destination for alpine and Nordic skiing, biking, and paddle boarding/kayaking and in the top 5 for nationwide winter alpine destination choice according to visitor surveys and NSAA statistics. This is in addition to continuing the existing initiatives of boating, culinary arts, music, and hiking.

By 2016, Transient Occupancy Tax collections will have increased by 20% over 2010/11 adjusted for inflation.

By 2016, the destination visitor segment of our visitor market will have grown by 3% over 2012/13.

**The North Lake Tahoe Resort Association  
INFRASTRUCTURE PROJECT/PROGRAM  
FUNDING APPLICATION**

Date: 8.13.13

**PROJECT INFORMATION**

1. **Project/program name:**  
Lake Forest Boat Ramp Rehabilitation Project

2. **Brief description of project/program:**  
The Lake Forest Boat Ramp Rehabilitation project includes the design, permitting and construction of a new concrete boat ramp and the dredging of the ramp's fairway to return the lake bottom to the original design elevations.

The existing boat ramp at Lake Forest was constructed in 1963, over the last 50 years there has been significant structural deterioration and the ramp is nearing the end of its useful life.

The primary components of the boat ramp (the boat ramp layout, lane width, the head of ramp, the toe of ramp and the slope) will be constructed according to California Department of Boating and Waterway's (CDBW) Handbook design criteria. The new ramp will continue to provide three launching lanes but they will be widened from their current width (under 12 feet each) to 15 feet each to meet current standards to safely handle the high volume of launches and retrievals at Lake Forest. It will be designed with robust side cutoff walls for erosion control to prevent any undermining of the new ramp.

The project includes maintenance dredging. Removal of the accumulated sediment to the previous dredging elevation of 6219' will enable boating operations at lower lake levels.

**FINANCIAL INFORMATION**

1. **Total project cost:**  
\$718,000 (which includes \$90,000 for final design and permitting and \$628,000 for construction)

2. **Total TOT funds requested:**  
\$35,000. The current funding request is specifically for the design and permitting phase of the Lake Forest Boat Ramp Rehabilitation Project.

3. **Will the project require future financial funding?**  
The design and permitting phase of the project will not require additional funding. Tahoe City Public Utility District has provided \$55,000 (64%) of the funding for the design phase. We are requesting \$35,000 (36%) from TOT funding for the project. The Wildlife Conservation Board has indicated that they will favorably consider the majority if not all of the construction funding for the project.

4. **Provide project proforma and implementation schedule.**  
See attached implementation schedule.

5. **How will project cost overruns or operating cost shortfalls be funded?**

The project includes a contingency which is sufficient to handle the complexity of the project.

**QUALIFICATIONS OF PROJECT SPONSOR**

1. **Name/address:**

Tahoe City Public Utility District, Box 5249, Tahoe City, CA 96145

2. **Financial Capability:**

For 2013, TCPUD has an \$8.2 million operating budget and manages over \$6 million in capital projects annually.

3. **Experience with projects of similar nature:**

TCPUD has over 50 years of experience successfully constructing parks and utility infrastructure projects such as the Lake Forest Boat Ramp Rehabilitation Project. TCPUD has completed multiple projects at this facility including pier rehabilitation in 1985, maintenance dredging in 1989 and the construction of a new pier, parking lot and drainage facilities in 2002.

TCPUD manages a multi-million dollar annual budget and oversees an average of \$4 million in capital improvement projects annually. Capital projects include construction of new bike trails, park improvements, sewer system upgrades and water system replacements for the District.

4. **Objectives of project sponsor:**

TCPUD's objective is to eliminate the public safety hazard that currently exists due to the failing boat ramp and ensure continued public boat access at this heavily-used facility. The replacement of the 50 year-old concrete boat ramp will improve public safety, increase capacity for accessing recreation, retail, restaurants, wildlife, and enhance the user experience. Without this project, portions or the entire ramp will need to be closed.

**ECONOMIC IMPACT OF PROJECT**

1. **Estimated number of users:**

120,000 users annually

2. **Time of year:**

The Lake Forest Boat Ramp is open and used year-round. The vast majority of use occurs between April and October.

Weekends: 65%      Weekdays: 35%

3. **Number of visitors to be attracted as a result of project/program:**

97,200 annually

% Local:      29%

% Out of area: 81% (Location of visitors includes the SF Bay Area, Sacramento, Reno, Southern California as well as destination visitors.)



4. **Projected expenditures by out of area attendees (per capita):**  
Hotel: Standard North Tahoe visitation expenditures  
Restaurant: Standard North Tahoe visitation expenditures  
Other: Bicycle rentals, sporting goods rentals and retail sales

5. **How will the project improve or enhance service to the visitor?**

The Lake Forest Boat Ramp provides visitors' access to recreation on Lake Tahoe including boating, waterskiing, kayaking, sailing, fishing, dining, camping, retail and transportation. The Rehabilitation project ensures that this popular public boat launch can continue to operate and increase its capacity and availability during low water years.

Providing visitors convenient and affordable access to Lake Tahoe to recreate greatly enhances their overall experience and enjoyment of Lake Tahoe.

## COMMUNITY IMPACT

1. **What geographic portion of North Lake Tahoe will benefit the greatest from this project?**

The entire region benefits from this project as the Lake Forest Boat Ramp provides the greatest launch capacity in the area. Additionally, with the completion of this renovation, the public ramp offers the greatest depth of water for public use within Placer County, allowing visitors to access Lake Tahoe in drought conditions.

2. **What region-wide benefits will be created?**

There is great value to the entire North Lake Tahoe region for this project. Access to public launch facilities in North Lake Tahoe has become increasingly limited due to a number of environmental factors and regulatory restrictions. This facility has longer daily operating hours than any other North Lake Tahoe facility and provides year-round service for the region. It offers visitors region-wide, safe and convenient access to Lake Tahoe where they can boat, swim, fish, view wildlife and recreate.

3. **What types of businesses will receive the greatest economic impact?**

Restaurants, retail shops, lodging, marinas, campgrounds, and resorts all benefit from the visitation that the boat ramp encourages.

**Are they supportive of this project?**

We have strong support for the project from the North Shore community, business members of NLTRA and residents.

4. **Will the project require the addition of governmental service? Yes**

**If yes, describe:** The ongoing maintenance costs will be the responsibility of the TCPUD.

**How will these costs be funded?** TCPUD ad valorem property taxes and user fees.

5. **What is the importance of this project compared to other projects being considered within the community?**

The Lake Forest Boat Ramp Project is a vital facility for public access to Lake Tahoe. It is the most heavily used public launching facility within the area, providing visitor's convenient public access to Lake Tahoe. The existing 50 year old ramp has developed significant cracks from the undermining of water beneath the concrete, which poses a growing safety hazard, the potential of restrictions on use, and eventual closures. The new ramp will improve public safety, increase

capacity for accessing recreation on Lake Tahoe and enhance the user experience. Without this project, portions or the entire ramp will need to be closed.

**6. Document the community support for the project.**

There is wide support from the community for the Lake Forest Boat Ramp Rehabilitation Project including from the NLTRA, the Department of Fish and Wildlife and season pass holders of the Lake Forest Boat Ramp.

**TOURISM MASTER PLAN**

**Describe how the project meets the goals of the Tourism Master Plan**

The 2004 North Lake Tahoe Tourism and Community Investment Master Plan stated a goal of environmental stewardship and building economic sustainability. It also identified that opportunities for public recreation are elements that attract residents and visitors to the region. This project provides public access and recreation to Lake Tahoe which enhances the visitor's experience and contributes to the area's economic sustainability. Visitors enjoy boating on Lake Tahoe and use the boat ramp for transportation to shopping and dining as well as recreation. Additionally, the master plan states that "investments should be made in projects that improve the functionality and appearance of our community and visitor amenities and services". The Lake Forest Boat Ramp Rehabilitation Project improves the safety and functionality of the public boat ramp ensuring safe access for visitors to Lake Tahoe.

**OTHER**

**List other benefits or elements that should be considered by the Resort Association in evaluating this request:**

The benefits of the Lake Forest Boat Ramp Rehabilitation Project include:

- ✓ Allowing visitors increased access to the recreational opportunities in Lake Tahoe
- ✓ Increasing capacity for access to Lake Tahoe
- ✓ Improving public safety
- ✓ Providing visitors of North Lake Tahoe the ability to safely travel on Lake Tahoe by boat to dine, shop, fish and recreate
- ✓ Providing the best access to Lake Tahoe during drought years









# GABBART & WOODS

STRUCTURAL ENGINEERS

April 5, 2012

Roger Adamson  
Tahoe City Public Utility District  
221 Fairway Dr.  
Tahoe City, CA 96145

Re: Tahoe City Lake Forest Public Boat Launch

Dear Mr. Adamson:

In accordance with your request, I inspected the cracked boat launch on March 20, 2012. Attached to this report are four photos which illustrate the nature of the ramp failure.

The western third of the concrete ramp has failed due to loss of support. Looking north, a large east west crack can be seen with a 1" displacement at the curb along the pier. Looking south towards the lake, a crack almost parallel to the painted parking strip can be seen extending into the water. These cracks define the area that has lost support. This section is tilted to the west at the water's edge and has dropped +/- six inches.

Wave action and the rise and fall of the lake's water level have slowly eroded the supporting material beneath the ramp. While it is most pronounced on the western side, there is also evidence on the eastern side near the water the ramp is starting to settle. The ramp is at the end of its useful life and should be removed and rebuilt.

Currently, the extreme loss of support on the western edge creates a public hazard and remedial action to shore up the northwest corner of the ramp should be taken immediately. Irregular shaped rocks between four and eight inches in diameter should be tightly packed directly beneath and as far under the slab as possible. This will prevent the slab from dropping further. As the lake level recedes, additional rocks can be placed along the exposed edge of the ramp where loss of support soil or rocks is visible. Once the rock placement has been accomplished, the ramp should be temporarily useable, but should be inspected on a weekly basis during the boating season and until a permanent solution is in place.

This concludes my report. Please call if you have any questions or I may be of further assistance.

Sincerely,

**GABBART & WOODS**  
STRUCTURAL ENGINEERS

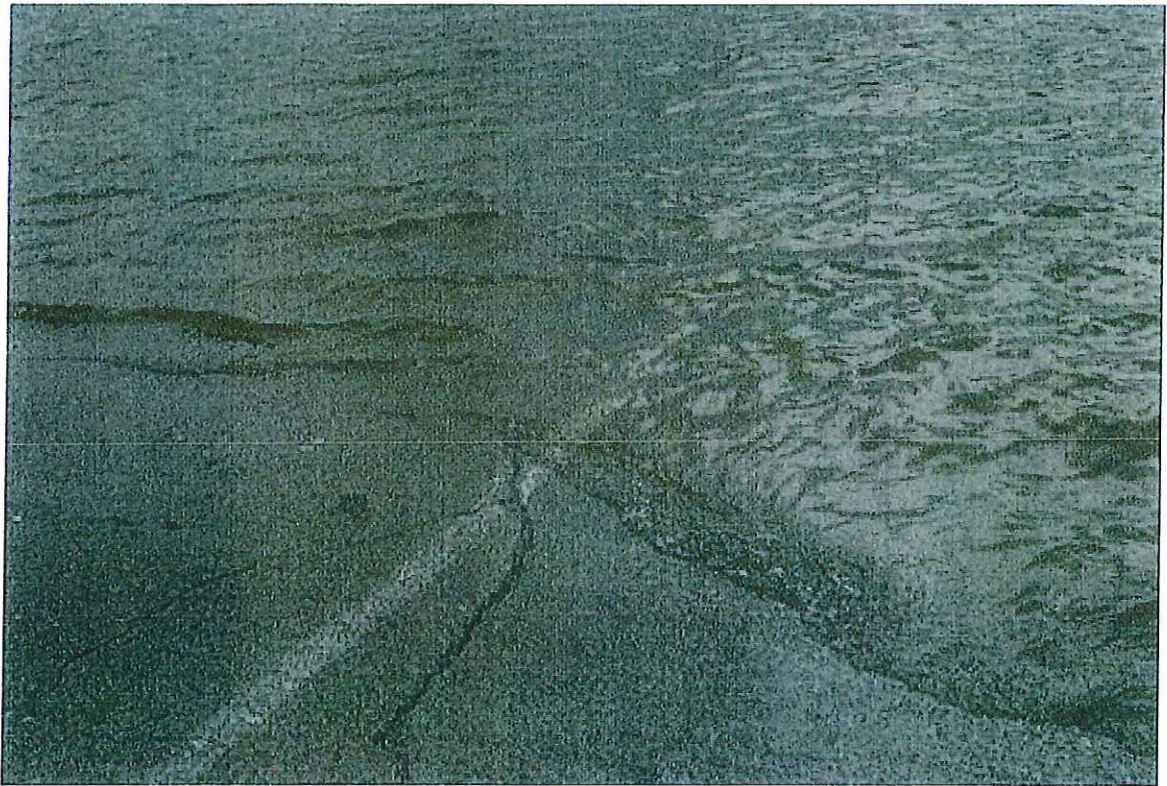


Vance Gabbart, PE,SE

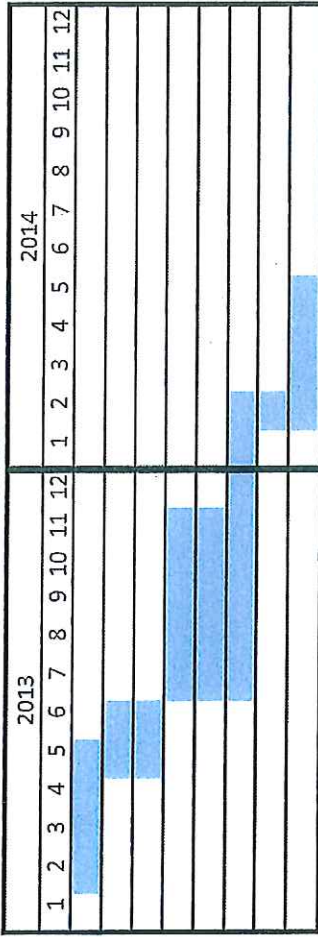








Schedule



Project:

- Preliminary Evaluation and Design
- Surveying and Mapping
- Resource Studies
- CEQA Compliance
- Approval Processing/Permits
- Construction Documents
- Project Bidding
- Construction (90 Days)

State of California  
Department of Fish and Wildlife

## Memorandum

Date: July 16, 2013

To: Wildlife Conservation Board  
c/o Elizabeth Hubert  
1807 13<sup>th</sup> Street, Suite 103  
Sacramento, CA 95811

From: Tina Bartlett, Regional Manager  
Department of Fish and Wildlife  
North Central Region  
1701 Nimbus Road, Suite A  
Rancho Cordova, CA 95670



Subject: LETTER OF SUPPORT FOR TAHOE CITY PUBLIC UTILITY DISTRICT  
APPLICATION FOR FUNDING FOR THE LAKE FOREST BOAT RAMP  
REHABILITATION PROJECT

The California Department of Fish and Wildlife (Department) supports the efforts of the Tahoe City Public Utility District (TCPUD) to obtain full funding for the Lake Forest Boat Ramp Rehabilitation Project.

The Lake Forest Boat Ramp Rehabilitation project includes the design, permitting and construction of a new concrete boat ramp and the dredging of the ramp's fairway to return the lake bottom to the original design elevations. This 50 year old boat ramp is the most heavily used public launching facility in North Tahoe. The current ramp was constructed in 1963, has significant structural deterioration, and is at the end of its useful life.

The Department agrees with the TCPUD that there is a strong need for this project. The Lake Forest Boat Ramp Rehabilitation project provides the public, both residents of California and visitors, convenient access to wildlife oriented recreation on Lake Tahoe. Potential recreation facilitated by the project includes fishing, boating, and bird-watching as well as Americans with Disabilities Act (ADA) accessible fishing. However, the current ramp is failing, which poses a safety hazard.

The primary components of the new boat ramp (the boat ramp layout, lane width, the head of ramp, the toe of ramp and the slope) will be constructed according to California Department of Boating and Waterway's (CDBW) Handbook design criteria. The new ramp will have three launching lanes and will be designed to current standards to safely handle the high volume of launches and retrievals at Lake Forest. It will be designed with robust side cutoff walls for erosion control to prevent any undermining of the new ramp.



Ms. Hubert  
July 16, 2013  
Page 2

TCPUD has contracted with AEC Consulting and Ogilvy Consulting to conduct the permitting process, which includes a Lake and Streambed Alteration Agreement with the Department. This agreement will include reasonable conditions necessary to protect fish, wildlife and native plant resources and will ensure that the project complies with the California Environmental Quality Act (CEQA).

The Lake Tahoe basin is internationally recognized for its environmental beauty and plentiful outdoor recreation opportunities which attract millions of annual visitors. This project will improve public safety for accessing wildlife and enhance the user experience.

If you have questions, please contact Senior Environmental Scientist (Specialist) Laurie Hatton at [laurie.hatton@wildlife.ca.gov](mailto:laurie.hatton@wildlife.ca.gov) or (916) 358-2847.

**Kelli Twomey**

---

**From:** William McClintock <wmclintok@jps.net>  
**Sent:** Tuesday, July 09, 2013 11:40 AM  
**To:** Kelli Twomey  
**Subject:** Lake Forest Boat Ramp

Dear Kelly, could you please forward my letter of support to the proper folks in Sacramento:

Subject: Lake Forest Boat Ramp Renovations

To:  
Elizabeth Hubert

Wildlife Conservation Board

1807 13th Street, Suite 103

Sacramento, CA 95811

C/O Kelli Twomey TCPUD

Re: Needed Lake Forest Boat Ramp Improvements.

I am a 40 year full/part year resident of Tahoe City and have been using the Lake Forest boat ramp for many years. The ramp is in need of upgrading for the safety and enjoyment of the boating public.

The ramp area is too shallow and is too narrow on busy summer days.

The facility is an important ingress Point to Lake Tahoe. As you know it is important to check boats for invasive species.

I support upgrading the facility.

Sincerely,  
William McClintock  
William McClintock, CPA

(P) 707-332-4402

(F) 707-978-3194

Robert McClintock  
PO Box 1852  
Tahoe City, CA 96145

July 8, 2013

Wildlife Conservation Board  
1807 13th Street, Suite 103  
Sacramento, CA 95811  
Elizabeth Hubert  
(916) 445-1093

Dear Ms. Hubert:

I am an avid user of the Lake Forest Boat Launching facility in Tahoe City. I am a season pass holder and have been for several years, and use the facility approximately 30 times per season. Substantially all of my usage is in the morning with my fishing boat, although I do launch my pleasure craft during the season as well.

I have noticed that during the busy summer season there is a long line of boaters waiting to launch. Even though there are three launch lanes, many boaters are not comfortable when all three lanes are in use because of how narrow they are. So people wait for a clearing, which then backs up the line.

It would be better to widen the launch lanes. This would make things run more smoothly at the facility.

Also, if the lake bottom could be dredged inside the launch area, that would be great. At the end of the season, there really isn't enough water clearance for many boats to safely launch and load. What happens is that drivers back way into the water and off of the end of the ramp. This causes the safety plates to move around, and then the ramp closes until a marine contractor can fix the problem.

Thank you for any resources that the Wildlife Conservation Board can direct towards our facility.

Sincerely,

/s/

Robert McClintock



**Kelli Twomey**

---

**From:** Al Colhoun <alcolhoun@gmail.com>  
**Sent:** Monday, July 08, 2013 6:47 PM  
**To:** Kelli Twomey  
**Subject:** Lake Forest Boat Ramp Renovations

To:  
Elizabeth Hubert  
Wildlife Conservation Board  
1807 13th Street, Suite 103  
Sacramento, CA 95811  
C/O Kelli Twomey TCPUD

Re: Needed Lake Forest Boat Ramp Improvements.

I am a 35 year resident of North Lake Tahoe and have been using the Lake Forest boat ramp for almost that long. The ramp itself is in need to upgrading and improvements for the safety and enjoyment of the boating public.

The ramp area is too shallow for many of the larger boats that I see using the facility and it is too narrow for busy summer days. I have seen larger boat trailers become tangled in the metal flooring at the end of the ramp.

The facility is an important asset to the community that myself and many of my customers use on a regular basis. I strongly support upgrading the facility.

Best Regards,

**Al Colhoun**

Certified Residential Specialist

Broker-Associate

Better Homes & Gardens Mason-McDuffie Real Estate

950 North Lake Blvd, Tahoe City, CA 96145

530.913.0807 Mobile

[Al@AlColhoun.com](mailto:Al@AlColhoun.com)

[www.AlColhoun.com](http://www.AlColhoun.com)

## Cindy Gustafson

---

**From:** David Tirman <dtirman@jmaventuresllc.com>  
**Sent:** Wednesday, July 31, 2013 9:10 AM  
**To:** Cindy Gustafson  
**Subject:** Lake Forest Boat Ramp-Message of Support for Grant Requests

Dear Cindy:

Please accept this message of support for the efforts of the Tahoe City Public Utility District (TCPUD) to secure grant funding for the removal and replacement of the existing Lake Forest boat ramp on Lake Tahoe's north shore. The current ramp gets considerable use yet is in dire need of upgrading. It is our understanding that with grant funding, the TCPUD will be able to replace the existing ramp with a wider ramp that would include the appropriate environmental safeguards. As a key business owner in the north & west shore areas of Lake Tahoe, we fully support this initiative that would allow for the continued operation of the public boat launch and would urge both the State and the North Lake Tahoe Resort Association to honor the grant requests for this important project.

Respectfully,

**DAVID A. TIRMAN AIA**

Executive Vice President

JMA Ventures, LLC

P.O. Box 3938

Truckee, CA. 96160

Tel. (530) 581 5477

Physical:

850 North Lake Blvd Suite 115

Tahoe City, CA. 96145

[www.jmaventuresllc.com](http://www.jmaventuresllc.com)

CONFIDENTIAL COMMUNICATION -- This electronic mail message and any attachments are intended only for the use of the addressee(s) named above and may contain information that is privileged, confidential and exempt from disclosure under applicable law. If you are not an intended recipient, or the employee or agent responsible for delivering this e-mail to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you received this e-mail message in error, please immediately notify the sender by replying to this message or by telephone. Thank you.

## Cindy Gustafson

---

**From:** Tom Turner <tom@trctahoe.com>  
**Sent:** Wednesday, July 31, 2013 9:52 AM  
**To:** Cindy Gustafson  
**Subject:** Lake Forest Boat Ramp

Dear Cindy:

Please accept this letter of my support for the efforts of the Tahoe City Public Utility District (TCPUD) application to secure grant funding for the removal and replacement of the existing Lake Forest boat ramp on Lake Tahoe's north shore. The current ramp gets considerable use yet is in dire need of replacement. It is my understanding that with grant funding, the TCPUD will be able to replace the existing ramp with a wider ramp that would include the appropriate environmental safeguards. As a business owner of three restaurants in the north shore and one in the south shore of Lake Tahoe who depends financially on the boating public, I fully support the continued operation of the public boat launch and would urge both the State and the North Lake Tahoe Resort Association to honor the grant requests for this project.

Cordially,

Tom Turner

President

Tahoe Restaurant Collection

--

*Be a yardstick of Quality. Some people aren't used to an environment where excellence is expected.*

*Our Decks are open, the sun is out and it's time to eat and drink.*

*Tom Turner*

*Gar Woods, Riva Grill, Caliente & Bar of America*

*Tahoe Restaurant Collection*

*P.O. Box 1120*

*5035 North Lake Boulevard*

*Carnelian Bay, CA 96140*

*Tom@trctahoe.com*

*530-546-5555 Telephone*



**Kelli Twomey**

---

**From:** Brad Hester <laketahoehester@gmail.com>  
**Sent:** Thursday, July 11, 2013 12:02 PM  
**To:** Kelli Twomey  
**Subject:** Boat Ramp Upgrades

Hello Kelli:

My name is Brad Hester. I have been a 35 year resident of Tahoe City and have been a regular user of the boat ramp at Lake Forest for decades. I probably launch upwards 50 times a year. Investing in upgrades would be a wise idea. Please throw my name in the hat for those of us that are supportive of an upgraded launching facility.

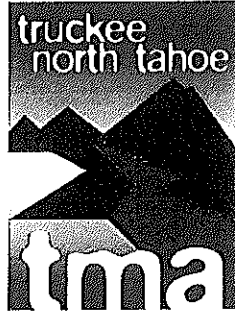
Sincerely, Brad Hester, Owner/ Broker

Hester Real Estate Inc.  
600 N Lake Blvd (PO Box 1480)  
Tahoe City, Ca. 96145

Office: 530-581-4378  
Cell: 530-277-1336

DRE #: 00849443 Broker 01843089 Corporate





## Resort Triangle Transportation Vision Coalition

### Speaking Points

#### Transit Vision

The North Lake Tahoe Resort Triangle\* has a comprehensive, environmentally sensitive transportation system that encourages and supports an enjoyable experience, while reducing dependency on the personal automobile.

\*encompassing Washoe County/Incline Village/Crystal Bay, East Placer County, and Nevada County/Truckee

#### Mission

Reduce VMT in North Lake Tahoe by offering a convenient, free, multi-modal transportation system.

#### Why?

- Economic Vitality – Move people around in the region to experience retail and dining
- Visitor Expectations – Competitive set provides high level of service as an amenity
- Environmental Improvement – Sediment into lake and air quality are negatively impacted by VMT
- Reduce Green House Gases – over 40% of GHG comes from automobile
- Safety – Reduce incidence of accidents due to alcohol or unfamiliarity with winter driving
- Reduce Congestion – Traffic congestion could be reduced during peak season by removing vehicles from the roads
- Large Event Hosting – A big drawback from our ability to host events such as Olympics, etc. is our lack of a comprehensive transportation system
- Parking Availability – Less money needs to be spent on providing additional asphalt paved parking areas
- Visitor Experience – Visitor experience can be greatly enhanced by providing a very convenient service that connects them to recreation opportunities

#### Steering Committee

The Resort Triangle Transportation Vision Coalition (RTTVC) is a group of interested stakeholders operating under the TNT-TMA with the sole goal of exploring and executing the above Transit Vision. The RTTVC will meet monthly at 10:00 a.m. following the regular TNT-TMA meeting on the first Thursday of each month at Granlibakken.

### Tactics

- Increase Frequency of Service during Peak Season/Peak Hours
- Invest in Capital Improvements to include Bus Stops, Transit/Park & Ride centers
- Expand Fleet and Brand as Single System with No or Low Fares
- Provide Amenities to include Wi-Fi, Multi-lingual signage, Clean Fuel Systems, Easy Connection, Front Door Delivery
- Seek Joint Governance with Potential Voter Approved Funding Mechanisms to Augment Existing Funding

### Process

- Develop Cost Scenarios
- Research Potential Funding and Governance
- Host Transit Summit II – Early Fall 2013
- Develop Preferred Scenario of Service and Funding
- Develop Economic Analysis of Preferred Scenario
- Create Details of Governance Structure
- Test Preferred Scenario through Extensive Outreach Plan and Voter Polling for Messaging
- Determine Voter Success Potential and Decide Ballot Timing
- Campaign





## Transit Vision

Working Together to Create a Transit  
Vision for our Region

---

---

---

---

---

---

---

## Imagine...

Imagine that our visitor could arrive by plane or train, be shuttled to their lodging, and could explore the incredible amenities of Lake Tahoe during peak seasons, without ever needing an automobile...

If we can imagine it, we are that much closer to making it so.

---

---

---

---

---

---

---

## Next Steps – Beyond the 2012 Summit

- ✓ Form a transportation futures advisory council (RTFVC)
- ✓ Investigate costs of vision
- ✓ Explore available funding and governance mechanisms
- Report recommendations to Summit attendees and general public
- Through public outreach, identify preferred scenario
- Develop advocacy efforts to move forward with proposed timeline, funding mechanisms, and governance

---

---

---

---

---

---

---

## Considerations for Vision

### Frequency

- Peak Season/Peak Hours  
Frequency: 15 – 20 minutes
- Winter Peak: Thanksgiving to March 31/Summer Peak: June 15-September 30
- Hours of Service during Peak Season 5 a.m. – 2 a.m. – varying with demand
- Augmented Special Event Service
- Non-Peak Season Frequency: 30 minutes
- Dial a Ride, on demand service for aging, disabled

### Capital Improvements

- Bus Stops/Shelters/Signage in all key locations
- Transit Centers/Park & Ride Lots in Kings Beach/Truckee/Tahoe City
- Operations Center Improvements
- Signal timing and travel lanes to aid bus movements

---

---

---

---

---

---

---

---

## Considerations for Vision

### Amenities

- Wi-Fi on busses
- Environmentally clean fuel systems
- Multi-lingual signage for International visitors
- Use of technology to communicate to passengers
- Tracking mechanism for ridership
- Easy connection to other forms of transportation – train, boat, airplane, bicycle
- Front door delivery to recreation sites
- Friendly and Professional Talent/Workforce – drivers, mechanics, etc.

---

---

---

---

---

---

---

---

## Consideration for Vision

### Governance

- Regional transit authority or MOU with single governance (Park City Model)
- Single branded system – encompass existing Night Rider, Ski Shuttle, Truckee Transit, TART

---

---

---

---

---

---

---

---

## Findings

- Cost of TOTAL Vision \$18M – What can we afford today?
  - ✓ Free to rider
  - ✓ 30 minute peak season frequency, 1 hour non-peak
  - ✓ Year round service on State Route 267
  - ✓ Peak season evening service until 2 a.m.
  - ✓ Consistent year-round fixed route service in Truckee
  - ✓ Single brand and governance
  - ✓ Fleet expansion and capital improvements
  - ✓ Expansion of Para-Transit services

---

---

---

---

---

---

---

---

## How much does this cost?

Est. Total Cost (including Capital Expenditures, Operations, Admin): \$7,556,000  
 Existing Expenditures (E. Placer and Truckee): \$4,519,000  
 Contribution from Washoe: \$ 369,000  
**Incremental Funding Required: \$2,668,000**  
 Preliminary Allocation of Costs:

	E. Placer	Truckee	Washoe	Washoe (incl. peak 10MT service)
Funding	\$1,710,000	\$ 812,000		
TOTAL	\$1,710,000	\$1,712,000	\$ 369,000	
Percentage	11.2%	11.2%	2.3%	15.3%
TOTAL PERCENT	11.2%	11.2%	2.3%	15.3%

---

---

---

---

---

---

---

---

TABLE A. SUMMARY OF REGIONAL TRANSIT PLAN - Keyline System Costs and Funding

Activity/Description	Category	Estimated Costs		Funding Source	Funding Amount	Notes
		Capital	Operating			
Keyline System (Total)		\$1,710,000	\$1,712,000	E. Placer, Truckee	\$3,422,000	
Washoe (Total)		\$369,000	\$0	Washoe	\$369,000	
Washoe (incl. peak 10MT service)		\$0	\$1,239,000	Washoe	\$1,239,000	
<b>Total Incremental Funding Required</b>		<b>\$1,710,000</b>	<b>\$1,239,000</b>		<b>\$2,949,000</b>	

---

---

---

---

---

---

---

---



**TABLE B: Capital Costs**

Project	Estimate No.	Year	Project Cost	Funding Sources			Total Funding		Total Project Cost
				State	Federal	Local	State	Federal	
Capital Construction	10	2010	\$1,000,000	\$500,000	\$500,000	\$0	\$1,000,000	\$1,000,000	
Operating Costs	11	2010	\$500,000	\$250,000	\$250,000	\$0	\$500,000	\$500,000	
...	...	...	...	...	...	...	...	...	

**TABLE C: Allocation of Marginal Operating Costs**

Category	Project	Year	Total Cost	Allocation			Total Allocation	
				State	Federal	Local	State	Federal
Category A	Project A	2010	\$100,000	\$50,000	\$50,000	\$0	\$100,000	
	Project B	2010	\$100,000	\$50,000	\$50,000	\$0	\$100,000	
	Project C	2010	\$100,000	\$50,000	\$50,000	\$0	\$100,000	
Category B	Project D	2010	\$100,000	\$50,000	\$50,000	\$0	\$100,000	
	Project E	2010	\$100,000	\$50,000	\$50,000	\$0	\$100,000	
	Project F	2010	\$100,000	\$50,000	\$50,000	\$0	\$100,000	

**TABLE D: Summary of Annual Costs and Subsidy Requirements**

Category	Total	Agency/State			Agency/Federal		
		Agency	State	Federal	Agency	Federal	State
Marginal Operating Costs	\$1,000,000	\$500,000	\$500,000	\$0	\$0	\$0	
Fixed Annual Operating Costs	\$1,000,000	\$500,000	\$500,000	\$0	\$0	\$0	
Energy	\$100,000	\$50,000	\$50,000	\$0	\$0	\$0	
...	...	...	...	...	...	...	

## Proposed Timeline

September – November – Outreach to all public, private, and citizen groups	January – Voter Poll to test feasibility
October – Transit Summit II	February – March – All stakeholders determine next steps
December – January – Economic Analysis	Earliest vote: November 2014

---

---

---

---

---

---

---

---



## TRANSPORTATION PLANNING AND TRAFFIC ENGINEERING CONSULTANTS

2690 Lake Forest Road, Suite C  
Post Office Box 5875  
Tahoe City, California 96145  
(530) 583-4053 FAX: (530) 583-5966  
info@lsctahoe.com  
www.lsctrans.com

### MEMORANDUM

---

To: North Tahoe Transit Vision Service/Cost Committee

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

Date: August 7, 2013

RE: North Tahoe Truckee Transportation Vision Service Plan and Cost Allocation

---

#### INTRODUCTION

This memo presents the operating plan, capital requirements and cost implications of a regional transit "vision" for the North Tahoe / Truckee region, that would increase service frequency, extend hours of service, brand and operate all services under a single banner, and make all services free to the passenger.

Note that this transit service does not include services provided within the resorts, shuttle services solely connecting ski parking areas with nearby base areas or between base areas, or the North Lake Tahoe Express. Other services not discussed in this plan may continue (such as the North Lake Tahoe Express, the Water Shuttle, skier shuttle, and connections to the East Shore or South Shore), with funding beyond this program. This plan assumes a single transit organization is providing all services discussed below.

#### OPERATING PLAN

The plan would combine and expand existing TART and Town of Truckee transit services. The following are the improvements over existing services:

- Service is provided throughout the year on SR 267 between Truckee, Northstar, Kings Beach and North Stateline. This addresses the long-term desire to provide year-round service on this key regional corridor.
- Evening hourly service is provided throughout the year around the 89/267/28 triangle as well as on the West Shore, with service until 2:00 AM in the summer and winter, and until 9:00 PM in the spring and fall.



- Service frequency is improved to consistent half-hourly service around the 89/267/28 Resort Triangle and on the West Shore, during both summer and winter daytime periods. (Existing half-hourly service between Crystal Bay and Incline Village would remain.) Hourly service is provided in the off seasons.
- The peak summer season is expanded from the current 68 days (June 27 to Labor Day) to 93 days (June 15 through September 15).
- 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.
- While the existing Placer County Cab Coupon program remains (providing ADA service throughout the year), it is enhanced with an additional paratransit van operating in the summer and winter daytime periods. The existing Truckee Dial-A-Ride program also remains.
- Transit fares are eliminated. To provide adequate capacity, additional winter peak-period runs are provided along SR 28, on SR 89 between Tahoe City and Squaw Valley, and on SR 267 between Kings Beach and Northstar.
- Advanced technologies will be deployed to improve the convenience and efficiency of transit service, including automatic vehicle location, real-time traveler information displays, and enhanced communication systems.

The vehicle-hours of service required to operate these services is summarized in Table A. As shown, a total of 65,679 vehicle-hours of service would be operated each year. As a point of comparison, the TART program currently operates 25,800 vehicle-hours per year, while the Town of Truckee is roughly 6,800 vehicle-hours per year. The new consolidated program would therefore be equal to just over a doubling of the scope of these existing transit programs.

#### **OPERATING / ADMINISTRATIVE COSTS**

Operating costs are based upon the following:

- Most operating costs (such as fuel, driver wages/benefits, and vehicle maintenance costs) vary directly with the quantity of transit service providers. These "marginal" operating costs are 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 and small buses ("cutaways" 30 feet in length or shorter) have a lower marginal unit operating costs than do buses. As TART does not operate vans, a factor was determined based upon the contactor 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.
- The regional transit entity would require additional staffing for expanded functions, including Board presentations, expanded grants administration, capital improvements, 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:
  - Full time Tahoe-based Transit Manager
  - Expanded administrative staff for data analysis, reporting, etc.
  - 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 \$200,000 per year. This assumes that existing office space is available.

- Administrative costs would add to existing costs. These existing costs are as follows:

TART fixed annual operating costs	\$ 791,800
Truckee fixed annual operating costs	\$ 83,800
TMA annual program management costs	\$ 75,000
TOTAL	\$ 949,600

- In addition to the current fixed operational costs, fixed costs would be incurred for the following:
  - Supervision/dispatching for the additional evening hours of service.
  - Dispatching for the dial-a-ride program.
  - Marketing costs would be expanded. Based on transit industry standards, ongoing marketing costs are assumed to equal 3 percent of operating costs.

A figure of \$45 per additional dispatcher hour is assumed, reflecting salaries, benefits and additional utility costs.

Even with these additional staff positions, the administrative effectiveness of the Vision Program would be an improvement over the current administrative effectiveness of existing programs. At present, the TART and Town of Truckee transit program have a total of 4.1 Full Time Equivalent (FTE) employees performing administrative tasks (excluding operations and marketing staff). This equates to 7,958 annual vehicle-hours of service for every administrative FTE. In comparison, under the Vision Plan there would be 6 administrative FTE's, equivalent to one for every 10,946 vehicle-hours of service. By this measure, the administration of the Vision Plan transit program would be 38 more effective.

Adding the fixed operating costs to the marginal operating costs, the total annual operating costs of this plan would be \$7,146,500.

### **CAPITAL COSTS**

Capital costs are summarized in Table B:

- The number of buses and vans are calculated by summing the requirements of the individual routes (from Table A) 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 B. 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 \$986,000 per year) would be incurred.
- Improvements to Administrative/Operations facilities under this alternative would be modest, as existing facilities (TART and/or Town) would be adequate in size. Expanded CNG fueling would be needed at the Cabin Creek TART facility, estimated to cost \$100,000.
- A "North Stateline Transit Center" consists of 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 would be needed at Truckee Train Depot. 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.
- Other bus stops are improved. 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.

- 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.

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 \$1,153,800 per year. Some of these costs can be accommodated through Federal capital funding programs. It is assumed that Federal programs would fund 80 percent of replacement of the existing transit fleet, and 50 percent of other capital needs. Applying these factors, the "local share" for these capital improvements would average \$409,500 annually.

#### **ALLOCATION OF COSTS**

Total annual local costs of the Vision Plan program, including local share of capital costs, would equal \$7,556,000. As no passenger revenues (fares) would be collected, this figure is also the total local subsidy that would be required for the program. The subsidy is allocated to individual jurisdictions and ski resorts as follows:

1. Allocation of marginal operating costs is based on the costs incurred in each jurisdiction, as shown in the Table C. For services operating along SR 89 between Tahoe City and Truckee and long SR 267 between Kings Beach and Truckee, the existing funding allocation agreement between Placer County and Truckee is applied. Specifically, all costs south of Squaw Valley Road and Northstar Drive are allocated to Placer County, while costs to the north are shared 50 percent / 50 percent between Placer County and the Town of Truckee.
2. The additional dispatcher costs associated with evening transit service expansion is allocated between Placer County and the Town based on the proportion of evening vehicle-hours of service operated in each jurisdiction.
3. Similarly, the additional dispatcher costs associated with Dial-A-Ride service is allocated based on the proportion of Dial-A-Ride vehicle-hours of service operated in each jurisdiction.
4. Marketing and administrative costs are allocated between eastern Placer County and Truckee/Donner Summit based on the proportion of total vehicle-hours of service operated in each jurisdiction.
5. As shown in Table B, Capital costs are allocated to the individual jurisdictions based on the number of vehicles required to serve each jurisdiction (for fleet), the number of bus stop improvements in each jurisdiction, the increase in vehicle-hours of service (for CNG improvements) and the total number of vehicle-hours of service (for communication improvements). As the need for improvement to the North Stateline transit stops is

driven by improvements in service in eastern Placer County, all of these costs are allocated to eastern Placer County.

6. Summing the operating, administrative and capital costs as shown in the top portion of Table D, total annual costs are found to be \$5,427,700 for eastern Placer County, \$1,759,300 for Truckee/Donner Summit, and \$369,000 for Washoe County.

These figures do not reflect any financial participation on the part of the ski resorts, lodging properties or special districts, nor do they reflect existing funding requirements (such as funds generated as part of mitigation requirements). Specific funding levels from these sources, and associated reductions in other funds that would need to be generated in each jurisdiction, have yet to be determined.

#### **SUMMARY**

Table D presents the summary of all costs associated with the plan. Including local operating and capital costs, average annual costs would total \$7,556,000. This program would increase ridership from an existing total of 449,000 passenger-trips per year to a total of 861,000 per year (including a 50% estimated increase associated with the elimination of transit fares). This overall increase of 412,000 passenger-trips is equivalent to a 92 percent increase over current ridership.

**TABLE A: NORTH TAHOE REGIONAL TRANSIT VISION PLAN -- Marginal Operating Costs and Ridership**

Season/Service Period/Service Area	Frequency	Runs/Hr	Veh-Hrs In Service	Peak Vehicles			Marginal Operating \$	Ridership Analysis			Performance Analysis			
				Vans (Small Buses)	Large Buses			Existing Ridership	Ridership with Plan	Increase in Ridership	Passengers/Vehicle Service-Hour	Operating Cost / Psgr		
Summer	<b>Day: 6:30 AM - 6:30 PM</b>													
	Tahoe City -- Truckee	30 Min	2.00	3,564		4	\$312,000	18,541	27,146	8,605	7.62	\$1,153		
	Truckee -- Crystal Bay	30 Min	2.00	3,564		4	\$312,000	2,733	12,884	10,151	3.62	\$3,622		
	Tahoe City -- Crystal Bay	30 Min	2.00	1,782		2	\$156,000	50,763	50,763	0	28,449	\$3.07		
	West Shore	30 Min	2.00	1,782		2	\$156,000	13,475	19,729	6,254	11.07	\$7.91		
	Crystal Bay -- Incline Village	30 Min	2.00	891		1	\$78,000	15,751	15,751	0	17.65	\$1.95		
	Truckee Local	Hourly	1.00	891	1		\$64,000	1,920	6,653	4,733	4.47	\$3.02		
	Supplementary Placer DAR Van	Hourly	1.00	648	1		\$46,000	0	972	972	1.50	\$1.33		
	Truckee Dial-A-Ride	--	--	908	2		\$65,000	2,730	2,730	0	5.21	\$2.81		
								4,198	6,297	2,099	5.18	\$3.39		
Winter	<b>Evening: 6:30 PM - 2:00 AM</b>													
	Tahoe City -- Truckee	Hourly	1.00	1,215		2	\$106,000	3,661	5,482	1,831	1.52	\$2.36		
	Truckee -- Crystal Bay	Hourly	1.00	1,215		2	\$106,000	9,096	9,096	0	24.97	\$5.83		
	Tahoe City -- Crystal Bay	Hourly	1.00	608		1	\$53,000	3,104	3,104	0	5.11	\$1.07		
	West Shore	Hourly	1.00	608		1	\$53,000	32,642	47,791	15,149	15.38	\$10.19		
	Tahoe City -- Truckee (1)	30 Min	2.00	5,568		5	\$487,000	36,918	54,051	17,133	17.13	\$3.01		
	Truckee -- Crystal Bay (1)	30 Min	2.00	5,568		5	\$487,000	58,723	85,976	27,253	28.54	\$3.07		
	Tahoe City -- Crystal Bay (1)	30 Min	2.00	3,016		3	\$264,000	15,805	23,140	7,335	15.27	\$3.84		
	West Shore	30 Min	2.00	2,552		2	\$223,000	11,522	15,653	4,131	17.74	\$3.94		
	Truckee -- Donner Summit	--	--	1,607		2	\$140,000	16,276	16,276	0	12.76	\$3.88		
Total	<b>Day: 6:30 AM - 6:30 PM</b>													
	Tahoe City -- Truckee	Hourly	1.00	1,740		2	\$152,000	12,842	19,263	6,421	11.07	\$2.89		
	Truckee -- Crystal Bay	Hourly	1.00	1,740		2	\$152,000	9,416	14,124	4,708	3.12	\$3,076		
	Tahoe City -- Crystal Bay	Hourly	1.00	870		1	\$76,000	23,776	23,776	0	27.33	\$3.20		
	West Shore	Hourly	1.00	870		1	\$76,000	11,910	11,910	0	13.69	\$6.38		
	Tahoe City -- Truckee	Hourly	1.00	3,696		2	\$323,000	24,778	24,778	0	6.70	\$13.04		
	Truckee -- Crystal Bay	Hourly	1.00	3,696		2	\$323,000	0	16,000	16,000	1.33	\$26.19		
	Tahoe City -- Crystal Bay	Hourly	1.00	1,848		1	\$162,000	38,213	38,213	0	27.68	\$1.24		
	West Shore	Hourly	1.00	1,848		1	\$162,000	8,417	8,417	0	1.55	\$3,225		
	Crystal Bay -- Incline Village	30 Min	2.00	1,848		1	\$162,000	11,156	11,156	0	3.04	\$3,452		
Total	<b>Evening: 6:30 PM - 9:30 PM</b>													
	Truckee Local	Hourly	1.00	1,848		1	\$133,000	2,267	7,855	5,588	4.25	\$16.93		
	Truckee Dial-A-Ride	--	--	1,884		2	\$135,000	4,849	2,826	2,826	1.50	\$47.77		
	Tahoe City -- Truckee	Hourly	1.00	1,008		2	\$88,000	0	4,702	4,702	4.66	\$18.72		
	Truckee -- Crystal Bay	Hourly	1.00	1,008		2	\$88,000	0	4,100	4,100	1.07	\$31,446		
	Tahoe City -- Crystal Bay	Hourly	1.00	504		1	\$44,000	0	8,301	8,301	16.47	\$5.30		
	West Shore	Hourly	1.00	504		1	\$44,000	0	2,833	2,833	5.62	\$16.53		
	<b>TOTAL</b>							449,000	617,000	172,042	50%	244,000	412,000	92%
								<b>Impact of Elimination of Fares</b>		861,000				
								<b>Total</b>		-472,000				
							<b>Increase over Existing</b>							
<b>Marginal Operating Total by Route</b>														
Tahoe City -- Truckee							\$1,468,000	93,001	129,976	36,975				
Truckee -- Crystal Bay							\$1,468,000	52,728	106,651	53,923				
Tahoe City -- Crystal Bay							\$755,000	180,571	216,124	35,553				
West Shore							\$714,000	52,711	69,132	16,421				
Truckee -- Donner Summit							\$140,000	11,522	15,653	4,131				
Crystal Bay -- Incline Village							\$352,000	43,183	43,183	0				
Truckee Local							\$289,000	4,187	25,366	19,848				
Supplementary Placer DAR Van							\$113,000	0	2,364	2,364				
Truckee Dial-A-Ride							\$293,000	11,524	9,501	2,826				
Total							\$5,591,000	449,427	617,951	172,042				

Note 1: includes two additional AM and two additional PM runs to address vehicle overcrowding between Tahoe City and Squaw Valley, Tahoe City and North Stairline, and Northstar and North Stairline.

**TABLE B: Capital Costs**

	Peak in Service		Spare	Total	Allocation Factor	Allocation Factor Value			Expansion Responsibilities				
	Trucks	Trucks				Trucks	Trucks	Trucks	Trucks	Trucks	Trucks	Trucks	Trucks
<b>Vehicles</b>													
Large Buses (35-foot and up)	18	4		22	Existing Vehicles	10	0	0	\$417,000	\$0	\$0	\$83,300	\$0
Number in Fleet				\$917,000	Expansion Vehicles (1)	8	2	2	\$333,300	\$83,300	\$0	\$0	\$0
Annualized Cost													
Vans / Small Buses	4	2		6	Existing Vehicles	0	5	0	\$0	\$57,100	\$0	\$0	\$0
Number in Fleet				\$68,600	Expansion Vehicles	1	0	0	\$11,400	\$0	\$0	\$0	\$0
Annualized Cost					TOTAL				\$761,700	\$140,400	\$0	\$0	\$83,300
<b>Passenger Facilities</b>				\$300,000					\$300,000	\$0	\$0	\$0	\$0
North Stateline Transit Hub				\$200,000					\$0	\$200,000	\$0	\$0	\$0
Truckee Train Depot Improvements													
Key Transit Stop Improvements				\$385,000	Number of Units	4	3	0	\$220,000	\$165,000	\$0	\$0	\$0
	Type	Units	Unit Cost	\$75,000	Number of Units	0	3	0	\$0	\$75,000	\$0	\$0	\$0
	Shelters	7	\$5,000	\$8,000	Number of Units	7	3	0	\$5,600	\$2,400	\$0	\$0	\$0
	Pullouts	3	\$25,000	\$968,000					\$525,600	\$442,400	\$0	\$0	\$0
	Benches	10	\$800	\$96,800					\$52,560	\$44,240	\$0	\$0	\$0
<b>Subtotal</b>				\$100,000	Increase in Vehicle-Hours	23.075	9,980	0	\$70,000	\$30,000	\$0	\$0	\$0
Annual over 10 years				\$10,000					\$7,000	\$3,000	\$0	\$0	\$0
<b>Operations/Administrative Facilities</b>													
Additional CNG Fueling Capacity													
Annual over 10 years													
<b>Advanced Public Transit Systems</b>													
Automatic Vehicle Location on All Vehicles				\$15,000	# Additional Vehicles	9	2	0	\$196,000	\$44,000	\$0	\$0	\$0
Security Cameras on All Vehicles				\$2,500	# Vehicles	19	7	2	\$47,500	\$17,500	\$5,000	\$0	\$0
Real-time Traveler Information at Key Stops				\$20,000	# Key Stops	4	1		\$80,000	\$20,000	\$0	\$0	\$0
Enhanced Communication System				\$200,000	Vehicle-Hours	48,871	16,810		\$149,000	\$51,000	\$0	\$0	\$0
Subtotal				\$37,500					\$472,500	\$132,500	\$5,000	\$0	\$0
Annual over 10 years				\$61,000					\$47,250	\$13,250	\$500	\$0	\$0
<b>TOTAL ANNUAL AVERAGE CAPITAL COSTS</b>				\$1,153,400					\$868,510	\$200,890	\$200,890	\$83,800	\$0
<b>Estimate of Required Local Share</b>													
Existing Annual Bus Costs	\$557,400	20%		\$111,500					\$83,400	\$11,400	\$16,700	\$300	\$17,000
Remainder	\$596,000	50%		\$298,000					\$225,600	\$71,900	\$300	\$300	\$300
<b>Total</b>	\$409,500			\$409,500					\$399,200	\$83,300	\$17,000	\$17,000	\$17,000

Note 1: Assumes Donner-Summit would need to expand to full sized buses



**TABLE C: Allocation of Marginal Operating Costs**

Season/Service Period/Service Area	Annual VHS	Annual Marginal Operating Cost	% of Responsibility (1)						VSH by Jurisdiction						Annual \$ by Jurisdiction					
			Eastern Placer			Truckee/Donner Summit			Eastern Placer			Truckee/Donner Summit			Eastern Placer			Truckee/Donner Summit		
			Washoe	Washoe	Washoe	Truckee/Donner Summit	Truckee/Donner Summit	Truckee/Donner Summit	Washoe	Washoe	Washoe	Truckee/Donner Summit	Truckee/Donner Summit	Truckee/Donner Summit	Washoe	Washoe	Washoe	Truckee/Donner Summit	Truckee/Donner Summit	Truckee/Donner Summit
<b>Day: 6:30 AM - 6:30 PM</b>																				
J	3,564	\$312,000	75.3%	24.8%	0.0%	0.0%	2,692	882	0	0	\$235,000	\$77,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
u	3,564	\$312,000	82.5%	17.5%	0.0%	0.0%	2,940	624	0	0	\$257,000	\$55,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
n	1,782	\$156,000	100.0%	0.0%	0.0%	0.0%	1,782	0	0	0	\$156,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
S	1,782	\$156,000	100.0%	0.0%	0.0%	0.0%	1,782	0	0	0	\$156,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
e	891	\$78,000	0.0%	0.0%	100.0%	0.0%	0	0	891	0	\$0	\$0	\$78,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	891	\$64,000	0.0%	100.0%	0.0%	0.0%	0	891	0	0	\$0	\$64,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P	648	\$46,000	100.0%	0.0%	0.0%	0.0%	648	0	0	0	\$46,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
t	648	\$46,000	100.0%	0.0%	0.0%	0.0%	648	0	0	0	\$46,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
M	908	\$65,000	0.0%	100.0%	0.0%	0.0%	0	908	0	0	\$0	\$65,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E	<b>Evening: 6:30 PM - 2:00 AM</b>																			
R	1,215	\$106,000	75.3%	24.8%	0.0%	0.0%	914	301	0	0	\$80,000	\$26,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
T	1,215	\$106,000	82.5%	17.5%	0.0%	0.0%	1,002	213	0	0	\$87,000	\$19,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
h	608	\$53,000	100.0%	0.0%	0.0%	0.0%	608	0	0	0	\$53,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
r	608	\$53,000	100.0%	0.0%	0.0%	0.0%	608	0	0	0	\$53,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
u	<b>Day: 6:30 AM - 6:30 PM</b>																			
D	5,568	\$487,000	75.3%	24.8%	0.0%	0.0%	4,190	1,378	0	0	\$366,000	\$121,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
e	5,568	\$487,000	82.5%	17.5%	0.0%	0.0%	4,594	974	0	0	\$402,000	\$85,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
c	3,016	\$264,000	100.0%	0.0%	0.0%	0.0%	3,016	0	0	0	\$264,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1	2,552	\$223,000	100.0%	0.0%	0.0%	0.0%	2,552	0	0	0	\$223,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3	1,607	\$140,000	0.0%	100.0%	0.0%	0.0%	0	1,607	0	0	\$0	\$140,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7	1,276	\$112,000	0.0%	0.0%	100.0%	0.0%	0	0	1,276	0	\$0	\$0	\$112,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
t	1,276	\$91,000	0.0%	100.0%	0.0%	0.0%	0	1,276	0	0	\$0	\$91,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
o	928	\$67,000	100.0%	0.0%	0.0%	0.0%	928	0	0	0	\$67,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A	1,301	\$93,000	0.0%	100.0%	0.0%	0.0%	0	1,301	0	0	\$0	\$93,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P	<b>Evening: 6:30 PM - 2:00 AM</b>																			
A	1,740	\$152,000	75.3%	24.8%	0.0%	0.0%	1,309	431	0	0	\$114,000	\$38,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
p	1,740	\$152,000	82.5%	17.5%	0.0%	0.0%	1,436	305	0	0	\$125,000	\$27,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
r	870	\$76,000	100.0%	0.0%	0.0%	0.0%	870	0	0	0	\$76,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
r	870	\$76,000	100.0%	0.0%	0.0%	0.0%	870	0	0	0	\$76,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E	<b>Day: 6:30 AM - 6:30 PM</b>																			
S	3,696	\$323,000	75.3%	24.8%	0.0%	0.0%	2,781	915	0	0	\$243,000	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P	3,696	\$323,000	82.5%	17.5%	0.0%	0.0%	3,049	647	0	0	\$266,000	\$57,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
R	1,848	\$162,000	100.0%	0.0%	0.0%	0.0%	1,848	0	0	0	\$162,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
I	1,848	\$162,000	100.0%	0.0%	0.0%	0.0%	1,848	0	0	0	\$162,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
N	1,848	\$162,000	0.0%	0.0%	100.0%	0.0%	0	0	1,848	0	\$0	\$0	\$162,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
G	1,848	\$133,000	0.0%	100.0%	0.0%	0.0%	0	1,848	0	0	\$0	\$133,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
/	1,884	\$135,000	0.0%	100.0%	0.0%	0.0%	0	1,884	0	0	\$0	\$135,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
F	<b>Evening: 6:30 PM - 9:30 PM</b>																			
A	1,008	\$88,000	75.3%	24.8%	0.0%	0.0%	759	249	0	0	\$66,000	\$22,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
L	1,008	\$88,000	82.5%	17.5%	0.0%	0.0%	832	176	0	0	\$73,000	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
L	504	\$44,000	100.0%	0.0%	0.0%	0.0%	504	0	0	0	\$44,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
L	504	\$44,000	100.0%	0.0%	0.0%	0.0%	504	0	0	0	\$44,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL		\$5,591,000					44,856	16,810	4,015		\$3,896,000	\$1,343,000	\$352,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Note 1: Existing allocation procedure. Allocation of 89 and 267 Routes 100 percent to Placer County south of Squaw Valley and Northstar, and 50 percent to the north.

**TABLE D: Summary of Annual Costs and Subsidy Requirements**

	Allocation Factor Values						Annual \$ by Entity		
	Allocation Factor	Eastern Placer	Truckee/Donner Summit	Truckee/Donner Summit			Eastern Placer	Truckee/Donner Summit	Washoe
				Allocation Factor	Eastern Placer	Truckee/Donner Summit			
<b>Marginal Operating Costs</b>									
Placer County Taxi Coupon Program	\$5,591,000						\$3,896,000	\$1,343,000	\$352,000
<b>Fixed Annual Operating Costs</b>									
Existing	\$30,000						\$30,000	\$0	\$0
Additional Dispatch Costs -- Evening Service Hours	\$375,900			Existing Costs			\$374,300	\$1,600	
Additional Dispatch Costs -- Dial-A-Ride Dispatch	\$91,600			Evening VHS	10,780	1,111	\$83,000	\$8,600	
Subtotal	\$180,200			DAR VHS	1,576	4,093	\$50,100	\$130,100	
	\$647,700						\$507,400	\$140,300	\$0
<b>Total Annual Operating Costs</b>	\$6,268,700						\$4,433,400	\$1,483,300	\$352,000
<b>Marketing</b>									
Existing	\$84,000								
Expansion	\$104,100								
Subtotal	\$188,100								
<b>Administration</b>									
Existing	\$489,700								
Full-time Tahoe Manager, Support Staff	\$200,000								
Subtotal	\$689,700								
<b>Total Operating/Admin/Marketing</b>	\$7,146,500						\$538,300	\$151,400	\$0
<b>Estimated Annual Local Capital Funding Required</b>	\$409,500						\$5,118,500	\$1,676,000	\$352,000
<b>Total Annual Local Funding Required</b>	\$7,556,000						\$309,200	\$83,300	\$17,000
Passenger Fare Revenues	\$0						\$5,427,700	\$1,759,300	\$369,000
<b>Total Annual Subsidy Required</b>	\$7,556,000					Note 1	\$0	\$0	\$0
							\$5,427,700	\$1,759,300	\$369,000

Note 1: Funding from resorts, special districts and other sources would count towards these figures. To be determined.

# DRAFT

## Transit Vision 8/7/13

### Service Description

- **FREE Bus Service** (*currently \$1.75 per person trip*)
- **Single Branded Service with Single Governance Structure** (*currently multiple branded components: Free Ski Shuttle, TART, Night Rider, Truckee Transit*)
- **Truckee Tahoe Triangle (28-89-267-Downtown Truckee), Tahoma to Stateline** (*currently no year-round service on 267*)
- **Expanded Consistent Half Hour Frequency 6:30 a.m. – 6:30 p.m. Peak Summer and Winter** (*currently hourly service in peak winter*)
- **Consistent Hourly Service Frequency 6:30 p.m. – 2 a.m. Peak Summer and Winter** (*currently TART service is only until 6:30 p.m. and then Night Rider operates until 2 a.m.*)
- **Consistent Hourly Service Frequency 6:30 a.m. – 9:30 p.m. Spring and Fall (new evening service)**
- **Anticipate Doubling of Ridership to 925,500 passengers per year** (*currently 449,000*)
- **Fleet Expansion of 7 buses and 1 van for E. Placer County**
- **Fleet Expansion of 2 buses for Truckee**
- **Additional 4 bus shelters and 7 benches for E. Placer County**
- **Additional 3 bus shelters, 3 pullouts and 3 benches for Truckee**
- **Improvements (\$300K) to North Stateline Transit Hub**
- **Improvements (\$200K) to Truckee Train Depot**
- **Vehicle location and security cameras on all vehicles** (*currently on existing buses in E. Placer*)
- **Real-time Traveler Information at Key Stops** (*currently in E. Placer only*)
- **Expansion of Dial-a-Ride Para-transit to better serve persons with disabilities** (*currently use Taxi coupons in E. Placer, have van in Truckee*)
- **37.5% Increase in Administrative Efficiency from 8,000 Vehicle Service Hours (VSH) per Full Time Equivalent (FTE) to 11,000 VSH per FTE**
- **Expanded capacity to use alternative fuels**
- **Expanded marketing strategies to boost ridership**
- **Overall, a convenient, comprehensive, regional transit service that has proven to be effective in similar mountain resort areas to serve the needs of both residents and visitors**

<b>Est. Total Cost (including Capital Expenditures, Operations, Admin):</b>	<b>\$7,556,000</b>
<b>Existing Expenditures E. Placer and Truckee:</b>	<b>\$4,589,800</b>
<b>Contribution from Washoe</b>	<b>\$ 369,000</b>
<b>Incremental Funding Required:</b>	<b>\$2,597,200</b>

### Preliminary Allocation of Costs

	E. Placer	Truckee	Washoe	Ski Areas, Development, Other Agencies
Existing	\$3,719,600	\$ 830,200		
<b>TOTAL</b>	<b>\$5,427,700</b>	<b>\$1,759,300</b>	<b>\$369,000</b>	
<b>Incremental</b>	<b>\$1,572,900</b>	<b>\$ 524,300</b>		<b>\$500,000</b>
<b>% of TOTAL</b>	<b>60.6%</b>	<b>20.2%</b>		<b>19.2%</b>

## Sandy Evans Hall

---

**From:** Andy Wirth [awirth@Squaw.com]

**Sent:** Tuesday, July 09, 2013 12:10 PM

**Subject:** Op Ed - Transportation Must Be a Regional Priority

I wanted to be sure you were aware of an Op Ed I put together last week so to run in the Sierra Sun Newspaper. It's a very important topic and one in which we truly need to engage, in a collaborative fashion, as all in the community benefit from success or are adversely impacted if we allow the status quo to remain. The leadership of all is needed right now to engage and bring about change of habits, complacency and acceptance of "this is the best we can do".

### **Driving in Circles - Transportation Must Be a Regional Priority**

Andy Wirth – President and CEO of Squaw Valley Ski Holdings

Anyone traveling between Truckee, Squaw Valley, and Tahoe City after a big snowfall, at a busy time of the winter season, or after 4th of July fireworks knows that we have transportation challenges in our region. Over 4 million people visit each year, with estimates that over 90% of these visitors travel by car. We need more people traveling by public transportation so that they spend less time in their cars and more to time skiing and snowboarding, hiking, biking, swimming, eating, and shopping locally.

The discouragingly low number of people arriving by public transport is not for a lack of effort. For example, last year Squaw Valley and Alpine Meadows led the effort and played a substantial role in funding a transit system for the entire region. We understood when we agreed to lead and become major funders of this effort that we were beginning a journey to bring more viable transportation to our world-class communities. Our approach was undertaken on behalf of our local community members, our employees, and the many businesses located in our resorts; it was very much a coordinated effort which included the NLTRA and transportation experts – truly a collaborative, regional effort.

Unfortunately, we learned that on average five people were riding on the 30 person buses between Truckee, West Shore, North Lake Tahoe and Squaw Valley. The free shuttle cost per person, on average, was about the same as a roundtrip ticket from Truckee to San Francisco on Amtrak (\$55.00). This level of ridership is not sustainable and does not represent the true opportunity of getting more people out of their cars and into buses, bikes, or rideshares in order to spend more time enjoying the mountains. Regardless of the immediate outcome last season, Squaw Valley and Alpine Meadows remain committed to supporting development of transit systems more like what we see in place at other resort towns in Utah and Colorado.

At Squaw Valley and Alpine Meadows, we have made a serious commitment to approach the improvements that we are making at the resorts with the preservation of our natural environment as our top priority. We believe these improvements demand a creative approach to transportation in the region. In short, if we in Truckee, North Lake Tahoe and Squaw Valley are going to work towards attracting people from all over the world, we all will have to work towards developing an innovative way to move them around.

While the shuttle service is not the only answer, it was a step in the right direction. It will help us find the solutions we need to accomplish a near universal goal in the region: get as many cars as we can off the roads. We are 100% focused on helping Tahoe become a 21<sup>st</sup> century hub that supports all types of public transport, improves our transportation infrastructure, and focuses on innovation.

We look forward to continuing discussions with our elected officials, businesses and residents in a search for the right solutions to problems which have vexed planners in the region for decades.

7-19





Andrew D Wirth | President and Chief Executive Officer  
Squaw Valley Ski Holdings LLC  
Alpine Meadows & Squaw Valley  
530.584.6210

---

**Squaw Valley** is open daily for scenic Tram rides to High Camp. From the base Village to the top of the mountain, Squaw Valley offers a variety of ways to explore including **hiking**, **swimming**, **paintball**, **rock climbing** and more. Check out our **lodging** and activity specials or stay in one of the newly renovated rooms at **The Village at Squaw Valley** and enjoy free Tram and Pool access.

