



# NLTRA Board of Directors Agenda and Meeting Notice

**Wednesday, November 4, 2015 at 8:30 am**  
**Tahoe City Public Utility District**

## NLTRA Mission

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

## 2015 Board of Directors

### Wally Auerbach (Treasurer)

Auerbach Engineering

### Kali Kopley

Uncorked/Petra/Soupa

### Brett Williams

Agate Bay Realty

### Valli Murnane

Tahoe X-Country

### Phil GilanFarr

CB's Pizza & Grill

### Adam Wilson

#### (Secretary)

Northstar California

### Brendan Madigan

#### (Chair)

Alpenglow Sports

### Joseph Mattioli

The Ritz-Carlton

### David Tirman (Vice-Chair)

JMA Ventures, LLC

### Jennifer Merchant

Placer County Rep

### Sue Busby

Placer County BOS Appointee  
Castle Peak Property Mgmt.

### Tom Lotshaw

TRPA (Ex-officio)

### Quorum - 6

Majority of the NLTRA Board  
Representatives

Items May Not Be Heard In the Order They Are Listed

## A. Call to Order-Establish Quorum

**B. Public Forum:** Any person wishing to address the Board of Directors on items of interest to the Board 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.

## C. Agenda Amendments and Approval

## D. Consent Calendar-MOTION (5 minutes)

All items (**in Bold**) listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board, and approved by one motion. There will not be a 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.

### 1. Board Meeting Minutes –October 7, 2015 (pg. 1)

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

### 2. Capital Investment/Transportation Committee- October 26, 2015 (pg. 6)

### 3. Marketing Committee – October 27, 2015 (pg. 7)

### 4. Business Association and Chamber Collaborative – October 1, 2015 (pg. 8)

### 5. Lodging Committee – No meeting in October

### 6. Conference Sales Directors Committee – No meeting in October

### 7. Finance Committee – October 21, 2015 (pg. 9)

### 8. Financial Reports – August and September Financials (pg. 10)

#### a. Dashboard and project reports (pg. 12)

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

### 9. Conference Sales Reports (pg. 30)

### 10. Executive Committee Report – October 27, 2015 (pg. 34)

### 11. Capital Investment/Transportation Activity Report – October (pg. 36)

### 12. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors)

#### 12.1 TCPUD – Truckee River Trail Reconstruction (15/16 compliance) (pg. 40)

## E. Contract Review and Input (for contracts approved by North Lake Tahoe Marketing Cooperative)

### 1. Visiting Lake Tahoe MOU (15/16 compliance item #7) (pg. 77)

**F. Presentations – (30 minutes)**

1. **Randy Hill – Community Service District** (pg. 85)

**G. Strategic Discussion (30 minutes)**

1. **Board Development Opportunities: Sue Busby, David Tirman, Phil GilanFarr, Wally Auerbach, Tom Lotshaw**

**H. Action Items (10 minutes)**

1. **MOTION: Approve slate for 2016 Board of Directors - Sandy Evans Hall** (pg. 103)
2. **MOTION: Approve Special Event Grant allocation – Judy Lavery** (pg. 104)
3. **MOTION: Approve North Lake Tahoe Express Business Plan – Jaime Wright, TMA; Steve Teshara, Consultant to TMA** (pg. 109)

**I. Staff Reports (20 minutes)**

1. **Marketing – JT Thompson**
  - a. Destimetrics
  - b. Event updates: Spartan Races, Amgen Women's, World Cup
2. **Membership - Ginger Karl**
  - a. New Members
  - b. Upcoming Events
3. **Capital Improvements/Transportation – Ron Treabess**
  - a. 2015-16 Call for Projects (pg. 153)
4. **Administration – Sandy Evans Hall**
  - a. Contract Compliance Update
  - b. Staffing Changes

**J. Directors Comments (5 minutes)**

**K. Meeting Review and Staff Direction (5 minutes)**

1. Financial Audit to Board in December – McClintock Accountancy
2. Staff Bridge Loan 10-23, repaid in full 10-26

**L. Closed Session (if necessary) Reconvene to Open Session**

**M. Adjournment**

This meeting is wheelchair accessible

Posted and Emailed (10/30/15)



**THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS**  
**Wednesday, October 6, 2015 – 8:30 am**  
**Tahoe City Public Utilities Board District – Board Room**

PRELIMINARY MINUTES

**BOARD MEMBERS IN ATTENDANCE:** Brendan Madigan, Adam Wilson, Jennifer Merchant, Wally Auerbach, Brett Williams, Sue Busby, Tom Lotshaw, Joseph Mattioli, and David Tirman

**BOARD MEMBERS NOT PRESENT:** Kali Kopley, Joseph Mattioli, and Phil GilanFarr

**RESORT ASSOCIATION STAFF:** Ron Treabess, Sandy Evans Hall, JT Thompson, Valerie Lomeli, and Ginger Karl

**OTHERS IN ATTENDANCE:** Cadence Matijevich, Stacie Lyans, Gary Davis, Chris Perry, Cindy Gustafson, Caroline Ross, Mike Geary, Margaret Morinn, and Mike Livak

**A. CALL TO ORDER – ESTABLISH QUORUM**

- The meeting was called to order at 8:32am by Brendan Madigan and a quorum was established

**B. Public Forum:** Jennifer introduced Chris Perry, the new management analyst with Placer County.

**C. Agenda Amendments and Approval**

**M/S/C (Wally Auerbach/Sue Busby) (7/0/0) motion to approve the agenda with the following changes:** remove items 12.3-12.8 and 12.10 from the consent calendar and remove items D10, 12.1, and 12.2 for discussion before approval.

**D. Consent Calendar**

**M/S/C (Jennifer Merchant/Wally Auerbach) (7/0/0) motion to approve items 10, 12.1, and 12.2.**

**M/S/C (Brett Williams/Adam Wilson) (7/0/0) motion to approve consent calendar.**

**1. Board Meeting Minutes –September 2, 2015** (pg. 1)

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

**2. Capital Investment/Transportation Committee- September 28, 2015** (pg. 5)

**3. Marketing Committee – September 29, 2015** (pg. 6)

**4. Business Association and Chamber Collaborative – September 10, 2015** (pg. 7)

**5. Lodging Committee – No meeting in September**

**6. Conference Sales Directors Committee – September 3, 2015** (pg. 8)

**7. Finance Committee – September 30, 2015** (pg. 9)

## **8. Financial Reports – July (August financials will be delayed until November due to lack of quorum) (pg. 10)**

### **• Dashboard and project reports (pg. 11)**

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

### **9. Conference Sales Reports (pg. 13)**

### **10. Executive Committee Report – September 22, 2015 (pg. 17)**

### **11. Capital Investment/Transportation Activity Report – September (pg. 19)**

### **12. Contract Approvals (funding already approved by NLTRA Board and BOS)**

12.1 Master Plan Consultant Agreement—Freshtracks (15/16 compliance) (pg. 23)

12.2 Master Plan Consultant Agreement—Design Workshop (15/16 compliance) (pg. 23)

12.3 Destimetrics Contract (15/16 compliance item) (pg. 55)

12.4 Fallon Multimedia RFP / Agreement (15/16 compliance item) (pg. 75)

12.5 School of Thought Contract Addendum (15/16 compliance item) (pg. 101)

12.6 Sierra Ski Marketing Council, S.O.W. and Budget (15/16 Compliance item #6) (pg. 143)

12.7 Visiting Lake Tahoe MOU (15/16 compliance item #7) (pg. 152)

12.8 Abbi Agency Contract Addendum (15/16 compliance item #8) (pg. 155)

12.9 Autumn Food and Wine Contract (15/16 compliance item #10) (pg. 178)

12.10 RASC Scope of Work and Budget (15/16 compliance item #12) (pg. 195)

#### **• Review and Questions Regarding Item 10, Executive Committee Report:**

- Jennifer wanted to make sure items being discussed at the Executive Meetings are in line with the Bylaws; to conduct board business and implement policies and direction that may be more efficiently handle by a Committee and not a Board discussion.
- Sandy and Wally informed the Board members, that the discussion wasn't an action or recommendation being made by the Executive Committee, it was a discussion and how it would feed through the system and to the Committees.

#### **• Review and Questions Regarding Item 12.1 & 12.2:**

- Jennifer informed the Board members that the Freshtracks contract wasn't signed by a supervisor and wanted to make sure future contracts are signed by a supervisor before being submitted in a Board packet or County.

#### **• Review and Questions Regarding 12.3 – 12.8 and 12.10:**

- Jennifer recommended there should be a contract with Smith and Jones since the Marketing Co-Op is using TOT money to pay for their service.
- Cadence addressed the BOD that RASC to with an amount over \$25,000 that the Marketing Co-Op and Smith and Jones that the County

**Action for Sandy:** to bring back to the BOD of item 12.10, Visit Lake Tahoe and Smith and Jones contracts.

### **13. Maintenance Funding Requests Approval (Projects under \$25,000)**

13.1 NTBA/TCDA Barge Repair \$10,075 (approved by CI/T 9.28.15 vote 8-1-0, Staudenmayer-limited funds should be used for higher priorities) (pg. 198)

13.2 TCDA/SVBA Holiday Lighting \$20,000 (approved by CI/T 9.28.15 vote 8-1-0, Staudenmayer-limited funds should be used for higher priorities) (pg. 206)

## **E. Strategic Discussion (1 hour)**

### **1. Review and Discussion of Tourism Master Plan - Sandy Evans Hall**

- Sandy reviewed the 2015 North Lake Tahoe Tourism Master Plan
  - To view the complete Tourism Master Plan, visit [www.NLTRA.org/documents](http://www.NLTRA.org/documents)
- Questions/Comments/Recommendations:



- Mike Livak – addressed the Board to support trail maintenance as a high priority.
- Wally – addressed the board that maintenance and snow removal in Tier 1 priority and plan, needs more study; amount of funding is not adequate, winter use of trails is a different issue, bike master plan.
- Jennifer – suggested looking at trails around commercial core areas for removal of snow – look to study as a short term objective.
- Brett – wanted to know if snow removal is a TOT responsibility or a community responsibility? And how is this paid for in other areas.
- Cadence – informed the Board members that the trail study is already in the 2015-16 scope of work with a completion date of March 2.

**F. Action Items (45 minutes)**

1. **MOTION: Review and possible approval of Tourism Master Plan – Sandy Evans Hall (pg. 217)**

**M/S/C (Wally Auerbach/Brett Williams) (6/0/1) to recommend approval and public comments for the Tourism Master Plan.**

2. **MOTION: Review and possible approval 2015/16 Action Plan for the 2015-2020 Strategic Goals – Sandy Evans Hall (pg. 218)**
  - Board Questions/Comments/Recommendations
    - None

**M/S/C (Brendan Madigan/David Tirman) (7/0/0) motion to approve 2015/16 Action Plan for 2015-2020 Strategic Goals.**

3. **MOTION: Review and possible approval of the 2015/16 Work Plan and Budget – Sandy Evans Hall (pg. 219)**
  - Board Questions/Comments/Recommendations
    - Jennifer wanted to comment that the document really accomplished a lot and reads really well.

**M/S/C (Wally Auerbach/Adam Wilson) (7/0/0) motion to approve the 2015/16 Work Plan and Budget**

4. **MOTION: Review and possible approval of the Corporate Travel Policy to be added to the Supplemental Operating Procedures and Policies – Sandy Evans Hall (pg. 220)**
  - Board Questions/Comments/Recommendations
    - Consideration for the NLTRA staff

**Action for NLTRA Staff** – if Staff uses business CC for personal use, that the employee explains reasoning of using CC and gets approved by NLTRA Supervisor and be addressed/added to the Financial Packet, for review by Finance Committee.

**M/S/C (Jennifer/Wally) (7/0/0) motion to approve Corporate Travel Policy with the addition that any personal use of business CC be approved by Supervisor and reviewed by Finance Committee.**

5. **MOTION: Review and possible approval of the Addendum to the 2015-16 Scope of Work for the Agreement with Placer County for the fund balance of \$416,298 – Sandy Evans Hall (pg. 221)**
  - Board Questions/Comments/Recommendations

- Jennifer commented and thanked the NLTRA staff for putting this item together and providing the backup detail on the Marketing piece.
- Jennifer informed the Board; Placer County will be doing a contract amendment for the \$416,298 and will be brought to the Board in November. There will be a few other pieces included in the contract amendment, allocating out the 14/15 fund balance, once the auditing is completed.

**M/S/C (Adam Wilson/David Tirman) (6/0/1) motion to approve the Addendum to the 2015-16 Scope of Work for the Agreement with Placer County for the fund balance of \$416,298**

6. **MOTION: Approve Maintenance Funding Request for Squaw Valley Winter Trail Snow Removal up to \$70,000 (approved by CI/T 9.28.15 Vote 9-1-0, Auerbach (no)-concerned that TOT has not been used for everyday trail maintenance operations, including snow removal, and this may be setting unaffordable precedent – Ron Treabess (pg. 230)**
  - Board Questions/Comments/Recommendations
    - Brendan and Brett both felt the stake holders and visitors at Squaw would benefit if this motion passes.

**M/S/C (Brendan/David) (5/2/0) motion to approve Maintenance Funding Request for Squaw Valley Winter Trail Snow Removal up to \$70,000.**

7. **MOTION: Review and possible approval of a change to the NLTRA Bylaws stating the qualifications of candidates for the At-Large Board seat – Sandy Evans Hall (pg. 246)**
  - Board Questions/Comments/Recommendations
    - Jennifer had a comment regarding the staff recommendation of allowing potential candidates for the At-Large Board seats that would now allow candidates to reside out of Placer County limits.
    - Sandy informed Jennifer it has been difficult to get new candidates because of where they reside at, but work or own a business in Placer County.

**M/S/C (Wally/David) (6/1/0) motion to approve NLTRA Bylaws stating the qualifications of candidates for the At-Large Board seat.**

8. **MOTION: Appointment of Election Committee – Sandy Evans Hall (pg. 248)**

**M/S/C (Brendan/David) (7/0/0) motion to appoint Adam Wilson, Wally Auerbach, Alex Mourelatos and any other interested Board Members to the Election Committee.**

#### **G. Staff Reports**

1. **Marketing – JT Thompson**
  - a. **Destimetrics**
    - JT informed the Board of updated occupancy as of August, is down 2.8% of last year. September is currently is up 26.6%. The only month that is currently down is January.
  - b. **Event updates: IronMan, USA Cycling, Spartan Races**
    - IRONMAN made the corporate decision to not come back to North Lake Tahoe.
    - USA Cycling had a mutual decision not to come back 2016 and beyond.
    - Spartan Race an incredible event and went really well. Spartan Race will come back for 2016.

## 2. **Membership - Ginger Karl**

### a. **Performance Metrics**

- None

### b. **New Members**

- None

### c. **Upcoming Events**

- Friday, October 23<sup>rd</sup> at 11:30am, the Membership Luncheon will be held at the North Tahoe Event Center, Kings Beach.
- Wednesday, October 28<sup>th</sup> at Noon the last Chamber Ambassador Luncheon, will be held at CB's Pizza.
- Tuesday, December 15<sup>th</sup> at 3:00pm the Winter Recreation event, will be held at Moe's Original BBQ and sponsored by: Northstar California.

## 3. **Capital Improvements/Transportation – Ron Treabess**

### a. **2015-16 Call for Projects**

- Ron informed the Board of the deadline for call for projects. Committee members will review presentations on October 26<sup>th</sup>.

## 4. **Administration – Sandy Evans Hall**

### a. **Contract Compliance Update**

- The items discussed at this meeting will be brought to the BOS with an electronic and hard copies.

### b. **Staffing Changes**

- Sandy informed the Board members that she's still currently looking for a replacement of the Financial Director position.

## **H. Directors Comments**

- Brett suggested that when using the words "they", "we", or "feedback was", Board members or staff should clarify who the source/content is coming from.
- Jennifer Merchant informed the Board members of the upcoming Board of Supervisors meeting. The meeting will be held on Tuesday, October 20<sup>th</sup> at the North Tahoe Event Center.

## **I. Meeting Review and Staff Direction**

- **Action for Sandy:** to bring back to the BOD of item 12.10, Visit Lake Tahoe and Smith and Jones contracts.
- **Action for Sandy:** to add the changes to Bylaws that Jennifer requested.
- **Action for NLTRA Staff:** if Staff uses business CC for personal use, that the employee explains reasoning of using CC and gets approved by NLTRA Supervisor and be addressed/added to the Financial Packet, for review by Finance Committee.

## **J. Closed Session (if necessary) Reconvene to Open Session: NONE**

## **K. Adjournment**

- Meeting was adjourned at 10:58 am.

Submitted by  
Valerie Lomeli  
Executive Assistant  
NLT Chamber/CVB/Resort Association



## north lake tahoe

Chamber | CVB | Resort Association

### **COMMITTEE: Capital Investment/Transportation**

**MEETING DATE: October 26, 2015**

**COMMITTEE MEMBERS PRESENT:** Phil GilanFarr, John Bergmann, Will Garner, Rob Kronkhyte, Wyatt Ogilvy, John Pang, Tony Karwowski, Mike Staudenmayer, Cadence Matijevich, Adrian Tieslau, Jennifer Merchant, and Dan Wilkins

**COMMITTEE MEMBERS NOT PRESENT:** Brian Stewart, Wally Auerbach, Jaime Wright, and Andrew Ryan

### **ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:**

- Committee listened to and reviewed 12 application presentations.
- Committee recommended that staff and members review all applications and score each project with the project guidelines.
- Committee will bring scoring of projects to the November 16<sup>th</sup> Committee meeting for final discussion and recommendation of project funding requests.

### **MOTIONS MADE/VOTE:**

- **M/S/C (John Bergmann/John Pang) (10-0-0)** Motion to approve agenda amendments, with the exception of F3 going first and F2 to follow.
- **M/S/C (Dan Wilkins/John Bergmann) (9-0-1)** Motion to approve Capital Investment/Transportation Committee minutes for September 28, 2015.

### **BOARD APPROVAL/DIRECTION REQUESTED:**



**north lake tahoe**

Chamber | CVB | Resort Association

**COMMITTEE: Marketing**  
**MEETING DATE: Oct 27, 2015**  
**BOARD MEMBERS PRESENT: Sue Busby**

**ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:**

Action to JT: follow up with committee members that terms out in Pool B to see if they would like to reapply.

Action to Judy: share the Special Event Criteria with the committee members.

**MOTIONS MADE/VOTE:**

- 3.1 M/S/C (Matijevich/Cademartori) (7/0) to approve the agenda with one amendment, item G. being a motion item.
- 4.1 M/S/C (Cademartori/Matijevich) (6/0/1 – Horvath abstained) to approve the meeting minutes from September 29<sup>th</sup>, 2015.

**BOARD APPROVAL/DIRECTION REQUESTED:**

**Special Event Grant Funding Recommendations:**

- 7.2 M/S/C (Matijevich/Gibboney) (5/0/1 – Cademartori opposed) recommend moving forward with all the recommendations as presented with the exception of transferring \$500 of the recommended funding from Barcelona Soccer to Lake Tahoe Women's Wellness Weekend.



## north lake tahoe

Chamber | CVB | Resort Association

**COMMITTEE:** Business Association and Chamber Collaborative

**MEETING DATE:** October 1, 2015

**COMMITTEE MEMBERS PRESENT:** Caroline Ross, Joy Doyle, Stacie Lyans, Blane Johnson, Ginger Karl, and Sue Busby

### **ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:**

- **Action for Ginger:** to reach out to Chamber businesses and inform them of the Touch the Lake photo contest and awareness of the campaign.
- **Action for Ginger:** to purchase more stickers than what was purchased last year.

### **MOTIONS MADE/VOTE:**

**M/S/C (Stacie Lyons/Joy Doyle) (5/0/0)** motion to approve the agenda as presented.

**M/S/C (Stacie Lyons/Joy Doyle) (5/0/0)** motion to approve Business Association and Chamber Collaborative Committee meeting minutes for September 10th, 2015.

**M/S/C (Joy Doyle/Blane Johnson) (6/0/0)** motion to approve recommendations of the special event task force to allocate as presented.





**north lake tahoe**

Chamber | CVB | Resort Association

**COMMITTEE:** Finance Committee

**MEETING DATE:** October 21, 2015

**COMMITTEE MEMBERS PRESENT:** Wally Auerbach, Mike Salmon, Ramona Cruz, and Jennifer Merchant

**ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:**

- **Action for Committee:** all Committee members to review Audit Draft and there are questions or comments, to be delivered in 10 days. Friday, October 30<sup>th</sup>, 2015. This item will be brought back to the Finance Committee on Thursday, November 19<sup>th</sup> at 3:30 pm and recommend to the BOD December.
- **Action for Marc:** to look into the salary and wages for membership that went under and how it was distributed across.
- **Action for Marc:** to look into the deferred revenue from this year compared to last years. Also to stop booking advanced dues for Chamber Membership. A change in policy needs to be done.
- **Action for Marc:** to look at the economy of good and bad years. Forecasting future years.
- **Action for Marc:** to look at finances for this fiscal year and what they would be, due to the cancellation of Ironman. Where will they be allocated to?
- **Action for Marc:** to provide quarterly reports of the Visitor Center.
- **Action for Marc/Emily:** to provide a list of items currently in the Visitor Center. To make sure items are not outdated. Finance Committee will review inventory quarterly.
- **Action for Marc/Emily:** to provide a list of items that went missing from the Visitor Center and to be brought back to Finance Committee.
- **Action for Valerie:** to add the missing notes from last meeting minutes regarding CEO expenses and direction from Finance Committee.

**MOTIONS MADE/VOTE:**

**M/S/C (Ramona Cruz/Mike Salmon) (3-0-0)** Motion to approve agenda amendments.

**M/S/C (Ramona Cruz/Mike Salmon) (3-0-0)** Motion to approve Finance Committee minutes for August 27, 2015 & September 30, 2015.

**M/S/C (Mike/Ramona) (4/0/0)** motion to approve August 2015 financial statements.

**M/S/C (Mike/Ramona) (4/0/0)** motion to approve September 2015 financial statements.

**M/S/C (Mike/Ramona) (4/0/0)** motion to recommend taking the \$100k out of pre-paid, accrue another \$180k as expenses, record \$280k as expenses in that effect, knowing it's just an estimate.



**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
**For the Month Ended August 31, 2015**  
**Consolidated Departments**

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance Actual vs. Budget	2014 2015 Year To Date Actual	Total 2015 2016 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 302,548	\$ 302,548	Placer County TOT Funding	\$ 605,104	\$ 605,104	\$ -	\$ 605,104	\$3,256,160	19%
-	1,641	Membership	53,526	42,282	11,244	18,511	142,690	38%
-	438	New Member Fees	225	875	(650)	225	5,250	4%
2,790	3,300	Membership Activities	4,713	4,200	513	6,135	70,050	7%
345	800	Tuesday Morning Breakfast Club	930	1,600	(670)	1,540	9,600	10%
-	1,000	Sponsorships	-	1,000	(1,000)	-	8,100	0%
-	-	Special Events	1,164	-	1,164	-	86,500	1%
1,700	2,137	Non-Retail VIC Sales	2,950	2,774	176	4,375	10,644	28%
-	26,642	Commissions	3,071	35,113	(32,042)	26,643	127,455	2%
12,305	16,377	Merchandise Sales	25,034	34,427	(9,393)	32,788	114,886	22%
<u>319,688</u>	<u>354,883</u>	<b>Total Revenue</b>	<u>696,717</u>	<u>727,375</u>	<u>(30,658)</u>	<u>695,321</u>	<u>3,831,335</u>	<b>18%</b>
6,168	9,583	Cost of Goods Sold/Discounts	12,738	17,516	4,778	16,547	61,212	21%
<u>6,168</u>	<u>9,583</u>	<b>Total Cost of Goods Sold</b>	<u>12,738</u>	<u>17,516</u>	<u>4,778</u>	<u>16,547</u>	<u>61,212</u>	<b>21%</b>
<u>313,620</u>	<u>345,300</u>	<b>Gross Margin</b>	<u>683,979</u>	<u>709,859</u>	<u>(25,880)</u>	<u>678,774</u>	<u>3,770,123</u>	<b>18%</b>
<b>Operating Expenses</b>								
98,999	114,942	Salaries & Wages	193,105	220,567	27,462	211,441	1,442,054	13%
12,291	14,172	Rent	25,713	28,344	2,631	28,133	178,609	14%
487	3,026	Telephone	1,415	6,052	4,637	5,244	36,091	4%
246	349	Mail - USPS	781	723	(58)	473	4,288	18%
363	1,314	Insurance/Bonding	881	2,628	1,747	2,446	15,768	6%
193	1,488	Supplies	1,946	3,476	1,530	1,577	19,158	10%
-	200	Visitor Communications - Other	-	200	200	97	460	0%
380	1,077	Equipment Support & Maintenance	2,080	2,154	74	1,270	12,921	16%
230	555	Taxes, Licenses & Fees	1,879	1,110	(769)	1,513	6,681	28%
1,365	1,745	Equipment Rental/Leasing	3,765	3,489	(276)	155	20,736	18%
-	2,000	Training Seminars	180	2,900	2,720	-	12,786	1%
-	950	Public Outreach	-	950	950	-	2,130	0%
120	-	Professional Fees	120	-	(120)	350	21,000	1%
-	-	Community Marketing Programs	-	20,000	20,000	8,402	80,000	0%
3,155	-	Special Events/Sponsorships	5,484	-	(5,484)	2,800	555,000	1%
1,636	2,806	Membership Activities	4,407	4,428	21	2,865	36,034	12%
624	737	Tuesday Morning Breakfast Club	1,394	1,474	80	1,397	8,844	16%
97,000	97,000	Marketing Cooperative/Media	145,500	145,500	0	250,000	970,000	15%
-	750	Media/Collateral/Production	1,500	1,750	250	-	7,635	20%
-	150	Non-NLT Co-Op Marketing Programs	150	300	150	-	50,800	0%
-	-	BACC Marketing Programs	16,000	-	(16,000)	-	70,000	23%
-	-	Conference - PUD	-	-	0	-	8,000	0%
-	50	Employee Relations	347	100	(247)	144	4,925	7%
69	300	Board Functions	138	600	462	517	4,600	3%
588	510	Credit Card Fees	1,091	1,020	(71)	1,291	7,120	15%
889	884	Automobile Expenses	1,245	1,668	423	431	11,406	11%
1,120	843	Meals/Meetings	1,312	1,688	374	477	10,965	12%
510	736	Dues & Subscriptions	1,010	2,443	1,433	1,300	19,085	5%
76	575	Travel	2,594	950	(1,644)	40	10,241	25%
-	-	Classified Advertising	-	-	0	128	750	0%
-	-	Research & Planning Dues	-	-	0	1,000	5,000	0%
-	7,888	Research & Planning	975	37,621	36,646	28,340	93,500	1%
-	-	Transportation Projects	9,482	-	(9,482)	128,070	-	100%
363	653	Depreciation	725	1,306	581	1,061	7,836	9%
<u>220,704</u>	<u>255,700</u>	<b>Total Operating Expenses</b>	<u>425,219</u>	<u>493,439</u>	<u>68,220</u>	<u>680,862</u>	<u>3,734,423</u>	<b>11%</b>
<u>92,816</u>	<u>89,600</u>	<b>Operating Income (Loss)</b>	<u>258,760</u>	<u>216,420</u>	<u>37,562</u>	<u>(2,188)</u>	<u>35,700</u>	
<b>Investment Income/Interest</b>								
-	-	Net Other Income/Expenses	-	-	-	3,500	-	
<u>92,816</u>	<u>89,600</u>	<b>Net Income (Loss)</b>	<u>258,760</u>	<u>216,420</u>	<u>37,562</u>	<u>(5,688)</u>	<u>35,700</u>	

North Lake Tahoe Resort Association  
BUDGET TO ACTUAL  
Statement of Activities and Changes in Net Assets  
For the Month Ended September 30, 2015  
Consolidated Departments

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance Actual vs. Budget	2014 2015 Year To Date Actual	Total 2015 2016 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 208,936	\$ 208,936	Placer County TOT Funding	\$ 814,010	\$ 814,010	\$ -	\$ 907,656	\$3,256,160	25%
-	2,641	Membership	53,526	44,923	8,603	21,090	142,690	38%
-	438	New Member Fees	225	1,313	(1,088)	375	5,250	4%
1,135	5,500	Membership Activities	5,848	9,700	(3,852)	7,680	70,050	8%
630	800	Tuesday Morning Breakfast Club	1,560	2,400	(840)	2,200	9,600	16%
-	-	Sponsorships	-	1,000	(1,000)	-	8,100	0%
36,197	86,500	Special Events	37,361	86,500	(49,139)	71,000	86,500	43%
-	637	Non-Retail VIC Sales	2,950	3,411	(461)	5,100	10,644	28%
7,914	5,223	Commissions	10,965	40,336	(29,351)	31,866	127,455	9%
9,054	9,634	Merchandise Sales	34,088	44,061	(9,973)	41,964	114,886	30%
<u>263,866</u>	<u>320,309</u>	<b>Total Revenue</b>	<u>960,553</u>	<u>1,047,654</u>	<u>(87,101)</u>	<u>1,088,931</u>	<u>3,831,335</u>	<u>25%</u>
4,588	6,115	Cost of Goods Sold/Discounts	17,326	23,631	6,305	23,252	61,212	28%
<u>4,588</u>	<u>6,115</u>	<b>Total Cost of Goods Sold</b>	<u>17,326</u>	<u>23,631</u>	<u>6,305</u>	<u>23,252</u>	<u>61,212</u>	<u>28%</u>
<u>259,278</u>	<u>314,194</u>	<b>Gross Margin</b>	<u>943,227</u>	<u>1,024,023</u>	<u>(80,796)</u>	<u>1,065,679</u>	<u>3,770,123</u>	<u>25%</u>
<b>Operating Expenses</b>								
112,500	116,086	Salaries & Wages	309,224	336,653	27,429	340,599	1,442,054	21%
13,820	14,687	Rent	39,532	43,031	3,499	43,970	178,609	22%
4,047	3,026	Telephone	5,598	9,078	3,480	8,018	36,091	16%
181	349	Mail - USPS	962	1,072	110	685	4,288	22%
1,300	1,314	Insurance/Bonding	2,181	3,942	1,761	3,672	15,768	14%
1,021	1,488	Supplies	2,967	4,964	1,997	3,601	19,158	15%
-	-	Visitor Communications - Other	-	200	200	97	460	0%
1,070	1,077	Equipment Support & Maintenance	3,150	3,231	81	1,310	12,921	24%
374	549	Taxes, Licenses & Fees	2,376	1,659	(717)	1,651	6,681	36%
1,214	1,745	Equipment Rental/Leasing	4,826	5,234	408	4,507	20,736	23%
-	-	Training Seminars	180	2,900	2,720	-	12,786	1%
-	-	Public Outreach	-	950	950	-	2,130	0%
3,100	-	Professional Fees	3,220	-	(3,220)	350	21,000	15%
-	-	Community Marketing Programs	-	20,000	20,000	9,662	80,000	0%
126,701	420,000	Special Events/Sponsorships	132,185	420,000	287,815	395,468	555,000	24%
2,182	3,623	Membership Activities	6,589	8,051	1,462	5,313	36,034	18%
624	737	Tuesday Morning Breakfast Club	2,018	2,211	193	2,098	8,844	23%
97,000	97,000	Marketing Cooperative/Media	242,500	242,500	0	375,000	970,000	25%
850	-	Media/Collateral/Production	2,350	1,750	(600)	-	7,635	31%
-	150	Non-NLT Co-Op Marketing Programs	150	450	300	150	50,800	0%
2,500	-	BACC Marketing Programs	18,500	-	(18,500)	-	70,000	26%
-	-	Conference - PUD	-	-	0	-	8,000	0%
-	50	Employee Relations	347	150	(197)	144	4,925	7%
86	300	Board Functions	203	900	697	803	4,600	4%
579	510	Credit Card Fees	1,691	1,530	(161)	2,136	7,120	24%
1,770	934	Automobile Expenses	3,015	2,602	(413)	1,750	11,406	26%
-	843	Meals/Meetings	1,312	2,529	1,217	1,361	10,965	12%
-	1,326	Dues & Subscriptions	1,010	3,769	2,759	2,085	19,085	5%
(279)	375	Travel	2,316	1,325	(991)	61	10,241	23%
-	-	Classified Advertising	-	-	0	324	750	0%
-	-	Research & Planning Dues	-	-	0	4,000	5,000	0%
4,709	3,136	Research & Planning	5,684	40,757	35,073	30,629	93,500	6%
(9,482)	-	Transportation Projects	-	-	0	205,710	-	100%
363	653	Depreciation	1,088	1,959	871	1,672	7,836	14%
<u>366,210</u>	<u>669,958</u>	<b>Total Operating Expenses</b>	<u>795,174</u>	<u>1,163,397</u>	<u>368,223</u>	<u>1,446,826</u>	<u>3,734,423</u>	<u>21%</u>
<u>(106,932)</u>	<u>(355,764)</u>	<b>Operating Income (Loss)</b>	<u>148,053</u>	<u>(139,374)</u>	<u>281,122</u>	<u>(381,147)</u>	<u>35,700</u>	
<b>Investment Income/Interest</b>								
-	-	Net Other Income/Expenses	-	-	-	5,250	-	
<u>(106,932)</u>	<u>(355,764)</u>	<b>Net Income (Loss)</b>	<u>148,053</u>	<u>(139,374)</u>	<u>281,122</u>	<u>(386,397)</u>	<u>35,700</u>	

## KEY METRICS FOR AUGUST 31, 2015 FINANCIAL STATEMENTS

Total TOT Collections by Quarter 2009 - 2015 (through June 30, 2015)					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012-13	\$ 3,882,952	\$ 2,103,118	\$ 4,263,868	\$ 1,444,425	\$ 11,694,363
2013-14	\$ 4,525,634	\$ 2,145,657	\$ 3,566,603	\$ 1,745,102	\$ 11,982,996
2014-15	\$ 4,690,454	\$ 2,527,484	\$ 3,462,341	\$ 1,838,955	\$ 12,519,234

Visitor Information Statistics For Fiscal Years 2011 - 2015					
Referrals -	2011/2012	2012/2013	2013/2014	2014/2015	YOY % Change
Tahoe City:	Annual Totals	Annual Totals	Annual Totals	Annual Totals	
Walk In	12,188	36,819	48,338	44,850	-7.22%
Phone	2,912	2,997	2,903	2,560	-11.82%
Kings Beach (Walk In Only)	2,995	3,014	5,278	3,472	-34.22%
Reno (Walk In) (Closed)	1,660	1,793	3,834	Closed	N/A

Sales Tax Revenue by Fiscal Year Quarter - North Lake Tahoe					
Quarter	2011/12	2012/13	2013/14	2014/15	YOY % Change
First	\$ 757,531	\$ 777,413	\$ 860,783	\$ 873,874	1.5%
Second	\$ 441,061	\$ 529,470	\$ 481,165	\$ 535,449	11.3%
Third	\$ 505,344	\$ 724,645	\$ 589,226	\$ 571,671	-3.0%
Fourth	\$ 446,802	\$ 488,100	\$ 521,688	\$ -	
Total	\$ 2,150,738	\$ 2,519,628	\$ 2,452,862	\$ 1,980,994	-19.2%

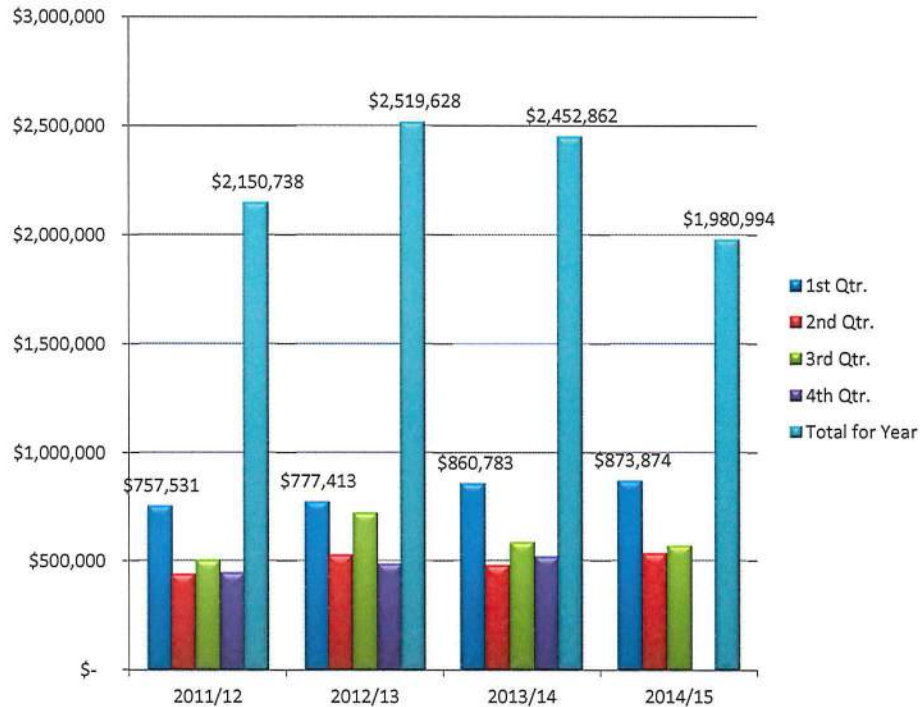
Unemployment Rates	December 2013	June 2014	July 2015
California (pop. 38,332,521)	7.9%	7.1%	6.7%
Placer County (367,309)	6.5%	6.0%	5.2%
Dollar Point (1,215)	7.6%	7.1%	6.1%
Kings Beach (3,893)	6.5%	6.0%	6.8%
Sunnyside/Tahoe City (1,557)	7.6%	7.0%	5.7%
Tahoe Vista (1,433)	11.0%	10.1%	8.9%

Destimetrics Reservations Activity	FY 14/15	FY 15/16	Change
Occupancy during August	70.2%	68.4%	-2.6%
ADR August (Average Daily Rate)	\$ 273	\$ 262	-4.0%
RevPAR Aug (Rev per Available Room)	\$ 192	\$ 179	-6.8%
Occupancy Forecast September	42.4%	51.2%	20.8%
ADR September (Average Daily Rate)	\$ 205	\$ 209	2.0%
RevPAR Sept. (Rev per Available Room)	\$ 87	\$ 107	23.0%
Occupancy (prior 6 months)	51.7%	51.7%	0.0%
ADR (prior 6 months)	\$ 236	\$ 229	-3.0%
RevPAR (prior 6 months)	\$ 122	\$ 118	-3.3%
Occupancy (next 6 months)	17.3%	20.9%	20.8%
ADR (next 6 months)	\$ 223	\$ 208	-6.7%
RevPAR (next 6 months)	\$ 39	\$ 43	10.3%

Infrastructure Fund Balances Held	Total Chamber Membership	
by Placer County as of 6/30/15	June 2012	510
FY 2013-14 Contract	June 2013	465
FY 2014-15 Contract	June 2014	457
Total Fund Balances	August 2015	474

Conference Revenue Statistics Comparison Fiscal 2014/15 vs. Fiscal 2015/16			
	2014-15	2015-16	YOY % Change
<b>FORWARD LOOKING (2015/16)</b>	Actuals	Forecasted	
Total Revenue Booked through August	\$ 2,920,398	\$ 2,448,896	-16.15%
Forecasted Commission for this Revenue	155,074	143,187	-7.67%
Number of Room Nights	16,377	14,324	-12.54%
Number of Tentative Bookings	99	83	-16.16%
<b>CURRENT</b>			
NLT - Annual Revenue Goal	\$ 2,500,000	\$ 2,800,000	12.00%
Annual Commission Goal	\$ 170,000	\$ 175,000	2.94%
Conference Revenue And Percentage by County:			
Placer (66% of revs in '15, 75% in '16)	\$ 1,935,953	\$ 1,832,680	-5.33%
Washoe ('15; 5%, '16; 20%)	\$ 139,002	\$ 496,281	257.03%
South Lake ('15; 25%, '16; 3%)	\$ 737,080	\$ 80,695	-89.05%
Nevada ('15; 4%, '16; 2%)	\$ 108,363	\$ 39,240	-63.79%
Total Conference Revenue	\$ 2,920,398	\$ 2,448,896	-16.15%

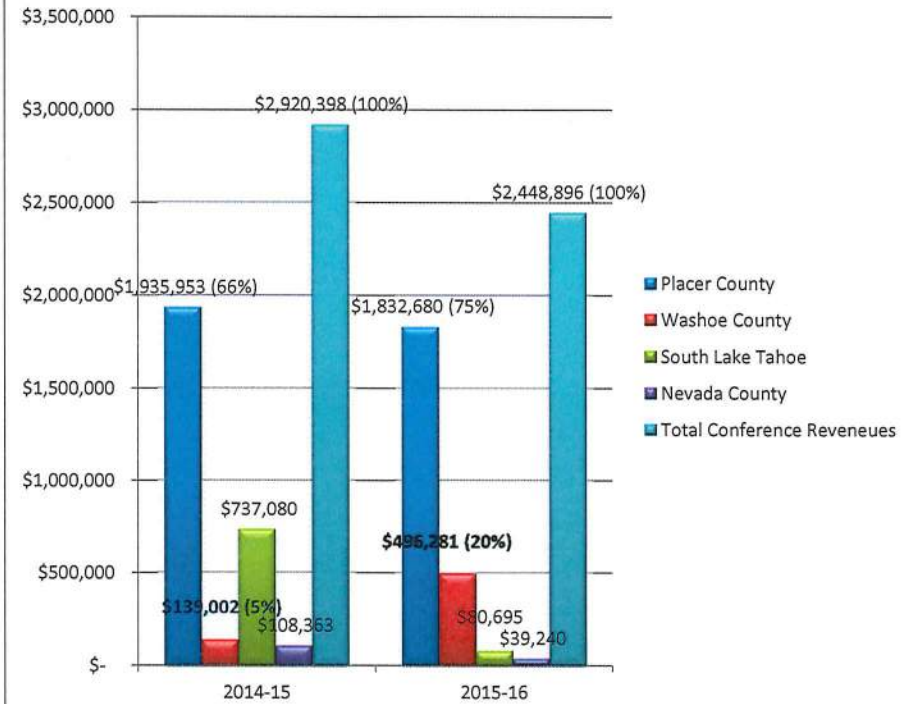
## Annual Sales Tax Revenue - Lake Tahoe (Now on Fiscal Year Basis)



Sales Tax Revenue - Lake Tahoe (Fiscal Year Basis)

Quarter	2011/12	2012/13	2013/14	2014/15	YOY % Change
First	\$ 757,531	\$ 777,413	\$ 860,783	\$ 873,874	1.5%
Second	\$ 441,061	\$ 529,470	\$ 481,165	\$ 535,449	11.3%
Third	\$ 505,344	\$ 724,645	\$ 589,226	\$ 571,671	-3.0%
Fourth	\$ 446,802	\$ 488,100	\$ 521,688	\$ -	
Total	\$ 2,150,738	\$ 2,519,628	\$ 2,452,862	\$ 1,980,994	-19.2%

## Conference Revenue Statistics & Revenue Share by County

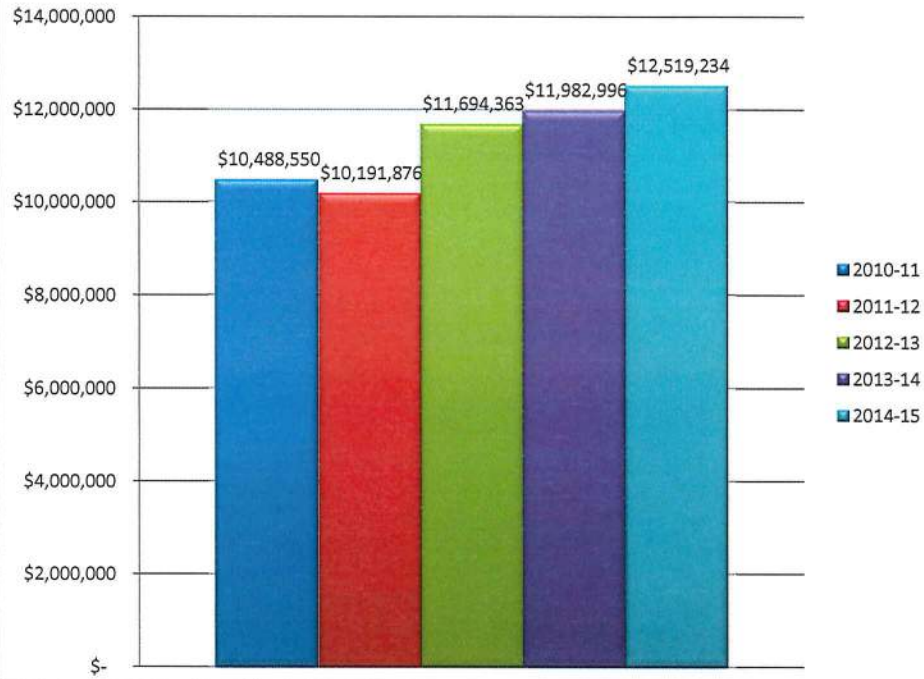


Conference Revenue Statistics Comparison Fiscal 2014/15 vs. Fiscal 2015/16

	2014-15	2015-16	YOY % Change
<b>FORWARD LOOKING (2015/16)</b>			
	Actuals	Forecasted	
Total Revenue Booked through August	\$ 2,920,398	\$ 2,448,896	-16.15%
Forecasted Commission for this Revenue	155,074	143,187	-7.67%
Number of Room Nights	16,377	14,324	-12.54%
Number of Tentative Bookings	99	83	-16.16%
<b>CURRENT</b>			
NLT - Annual Revenue Goal	\$ 2,500,000	\$ 2,800,000	12.00%
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Conference Revenue And Percentage by County:			
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Nevada ('15; 4%, '16; 2%)	\$ 108,363	\$ 39,240	-63.79%
Total Conference Revenue	\$ 2,920,398	\$ 2,448,896	-16.15%

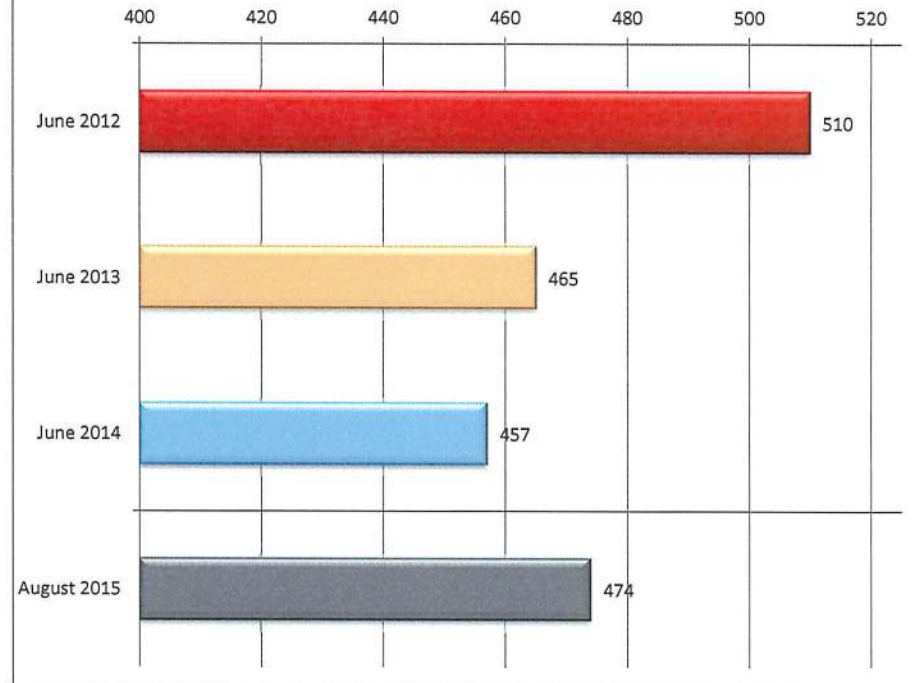


### 5-Year Annual TOT Collections (Fiscal Year Basis)



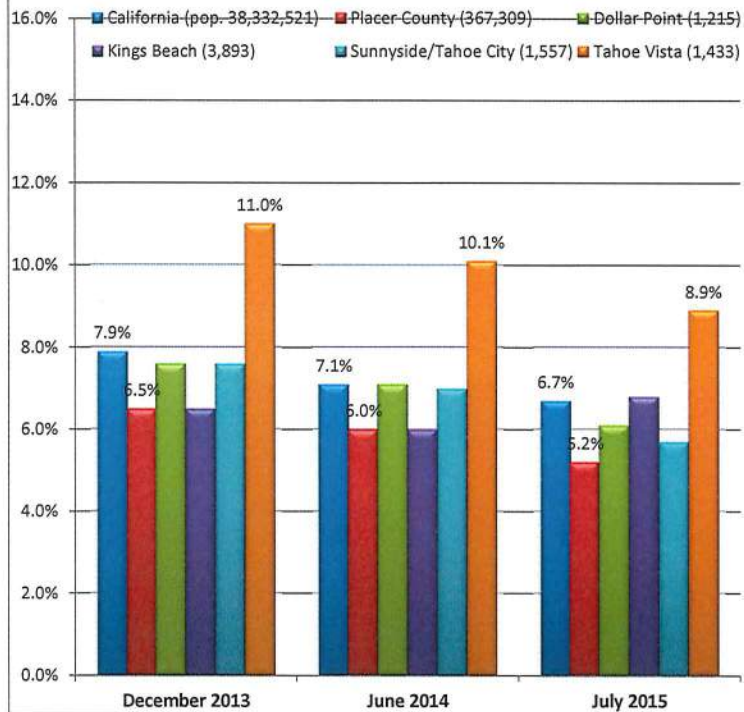
Total TOT Collections by Quarter 2009 - 2015 (through June 30, 2015)					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012-13	\$ 3,882,952	\$ 2,103,118	\$ 4,263,868	\$ 1,444,425	\$ 11,694,363
2013-14	\$ 4,525,634	\$ 2,145,657	\$ 3,566,603	\$ 1,745,102	\$ 11,982,996
2014-15	\$ 4,690,454	\$ 2,527,484	\$ 3,462,341	\$ 1,838,955	\$ 12,519,234

### Chamber Membership (# of Members)



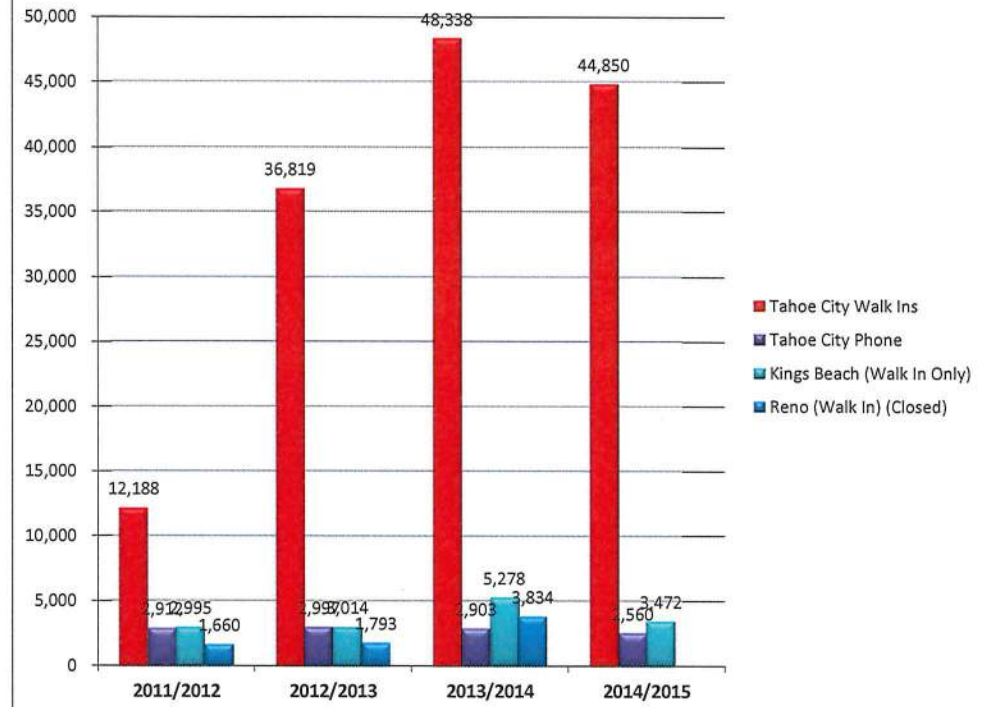
Chamber Of Commerce Total Membership	
June 2012	510
June 2013	465
June 2014	457
August 2015	474

### Unemployment Rates by Region

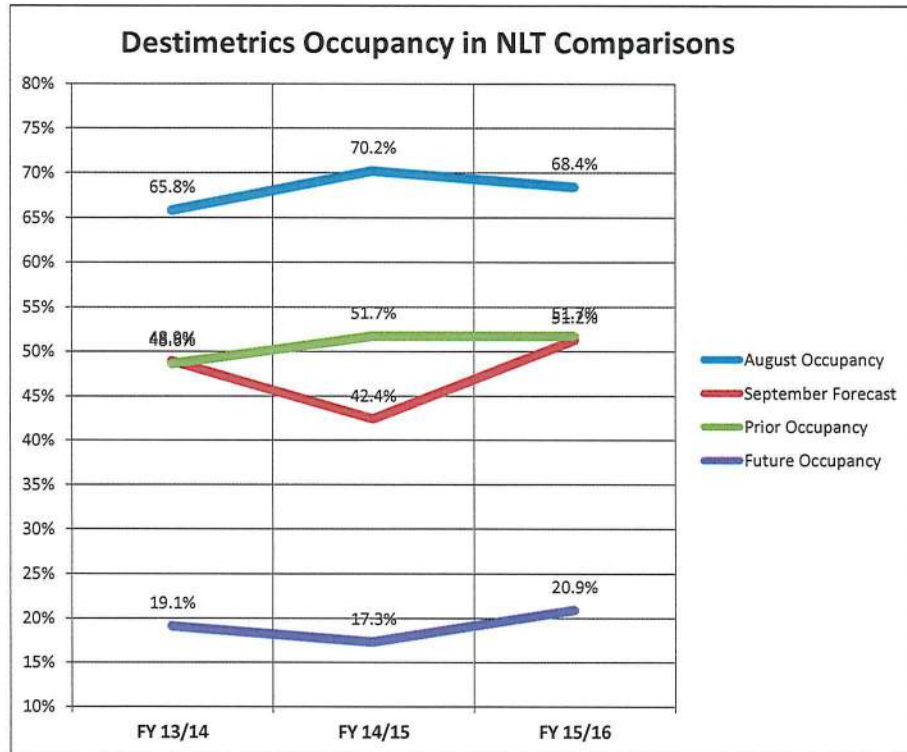


Unemployment Rates	December 2013	June 2014	July 2015
California	7.9%	7.1%	6.7%
Placer County	6.5%	6.0%	5.2%
Dollar Point	7.6%	7.1%	6.1%
Kings Beach	6.5%	6.0%	6.8%
Sunnyside/Tahoe City	7.6%	7.0%	5.7%
Tahoe Vista	11.0%	10.1%	8.9%

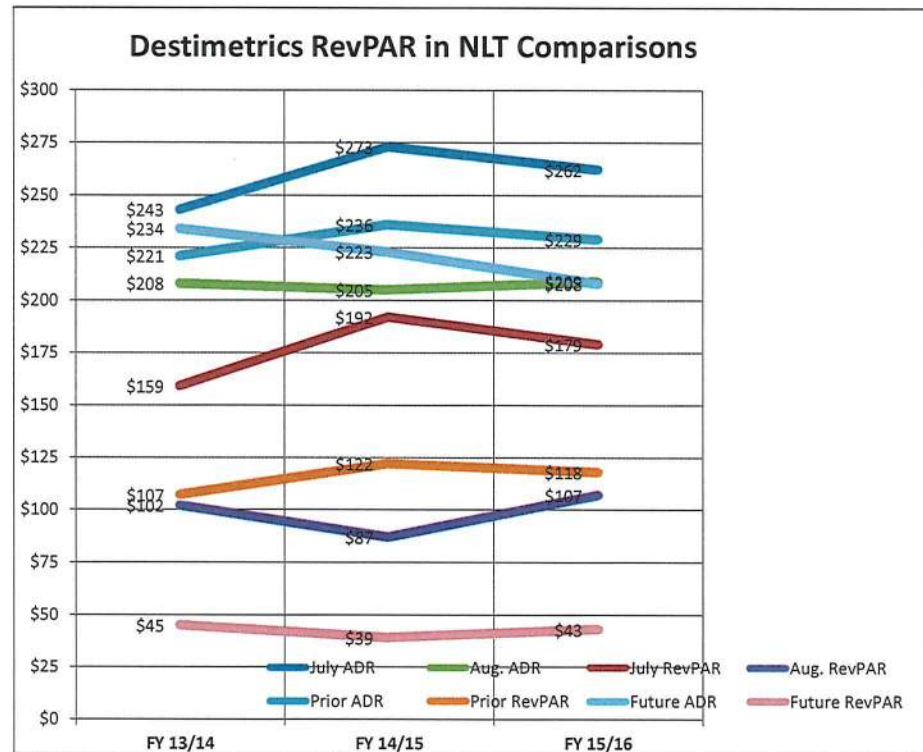
### Visitor Information - Fiscal YTD through June



Visitor Information Statistics For Fiscal Years 2011 - 2015					
Referrals -	2011/2012	2012/2013	2013/2014	2014/2015	YOY % Change
Tahoe City:	Annual Totals	Annual Totals	Annual Totals	Annual Totals	
Walk In	12,188	36,819	48,338	44,850	-7.22%
Phone	2,912	2,997	2,903	2,560	-11.82%
Kings Beach (Walk In Only)	2,995	3,014	5,278	3,472	-34.22%
Reno (Walk In) (Closed)	1,660	1,793	3,834	Closed	N/A

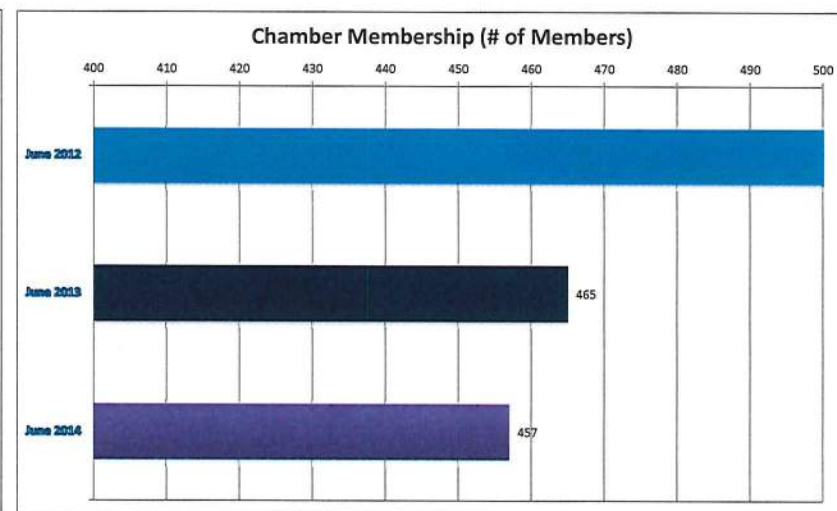
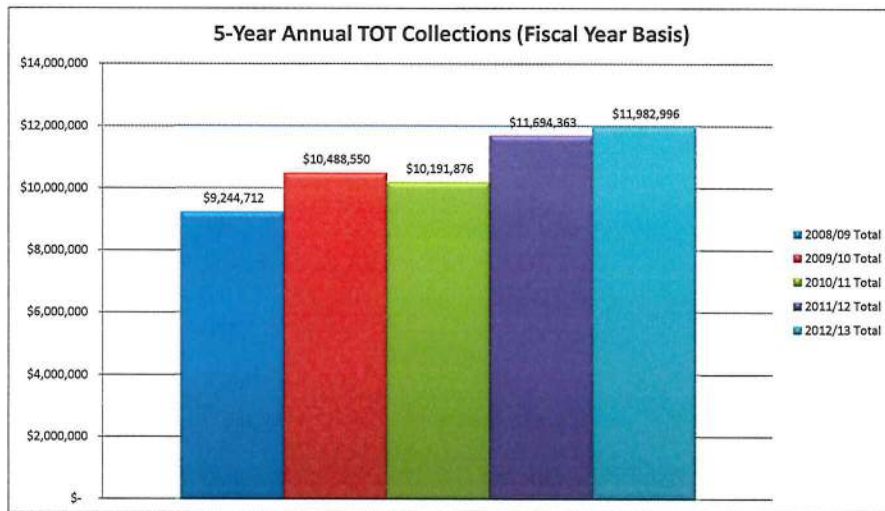
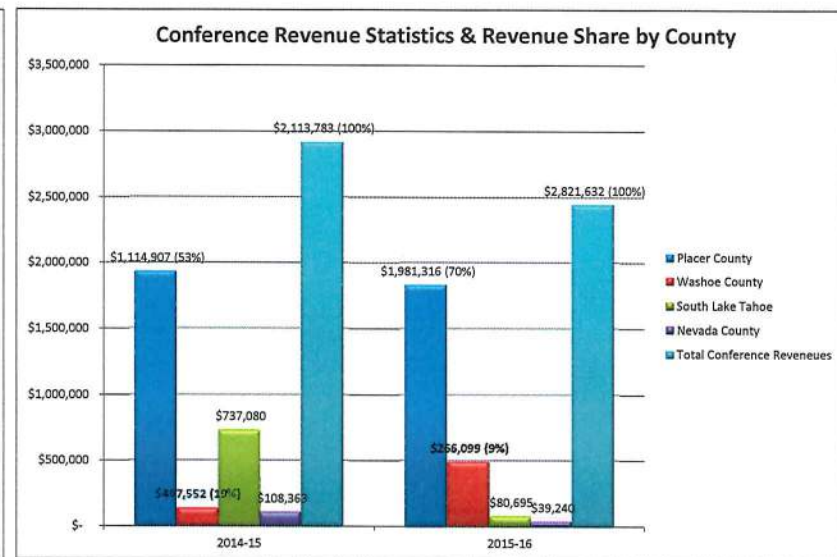
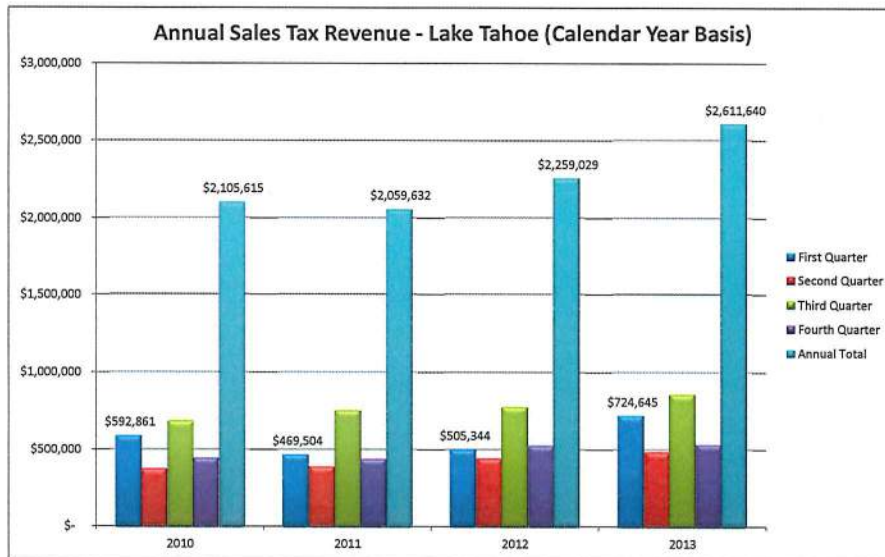


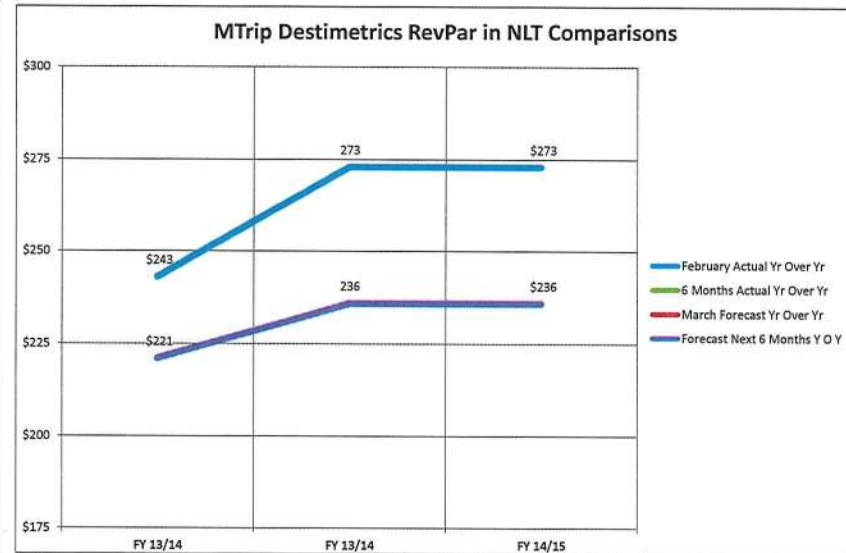
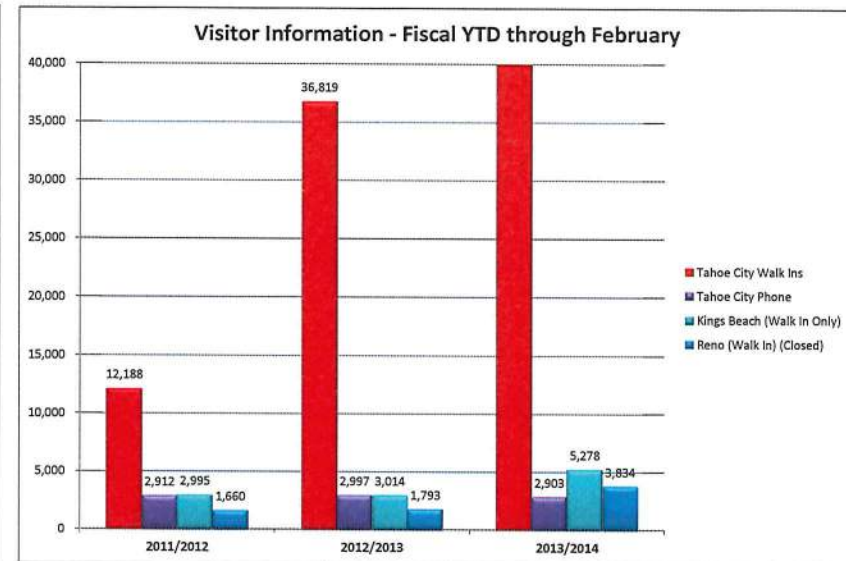
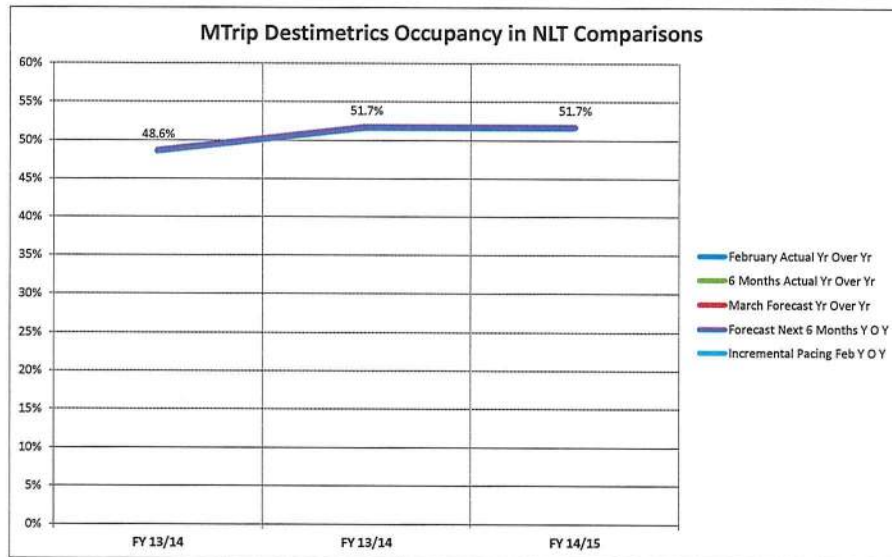
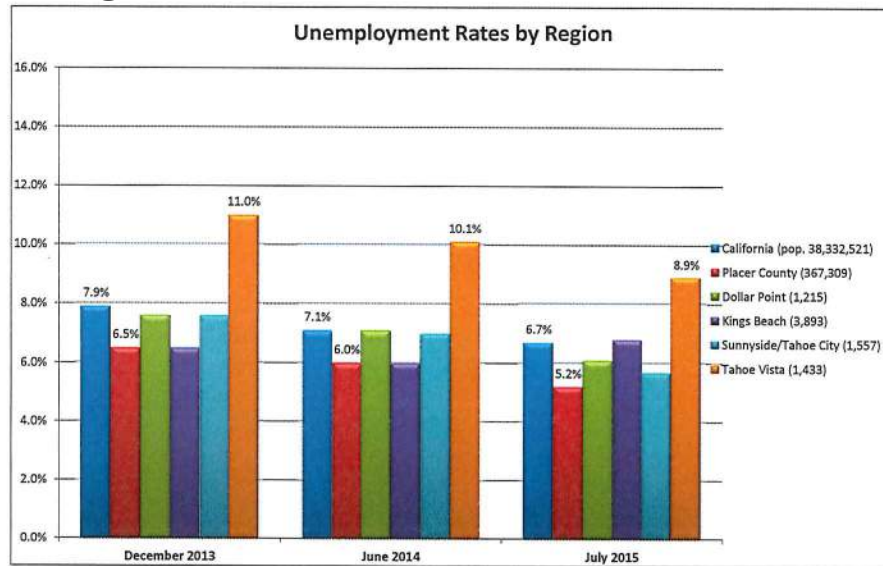
Destimetrics Reservations Activity	FY 13/14	FY 14/15	FY 15/16	Y-O-Y Change
Occupancy during August	65.8%	70.2%	68.4%	-2.6%
Occupancy Forecast September	48.9%	42.4%	51.2%	20.8%
Occupancy (prior 6 months)	48.6%	51.7%	51.7%	0.0%
Occupancy (next 6 months)	19.1%	17.3%	20.9%	20.8%



Destimetrics Reservations Activity	FY 13/14	FY 14/15	FY 15/16	Y-O-Y Change
ADR August (Average Daily Rate)	\$243	\$273	\$262	-4.0%
RevPAR Aug (Rev per Available Room)	\$159	\$192	\$179	-6.8%
ADR September (Average Daily Rate)	\$208	\$205	\$209	2.0%
RevPAR Sept. (Rev per Available Room)	\$102	\$87	\$107	23.0%
ADR (prior 6 months)	\$221	\$236	\$229	-3.0%
RevPAR (prior 6 months)	\$107	\$122	\$118	-3.3%
ADR (next 6 months)	\$234	\$223	\$208	-6.7%
RevPAR (next 6 months)	\$45	\$39	\$43	10.3%







Conference Revenue Statistics Fiscal July 1, 20XX to June 30, 20XX								
	2012-13	2013-14	2014-15	2015-16	2012-13 %	2013-14 %	2014-15 %	2015-16 %
<b>FORWARD LOOKING (2014/15)</b>								
Total Revenue Booked as of 6/30/XX	\$ 2,113,783	\$ 2,807,318	\$ 2,920,398	\$ 2,448,896				
Forecasted Commission for this Revenue	60,444	151,069	155,074	143,187				
Number of Room Nights	8,361	15,289	16,377	14,324				
Number of Tentative Bookings	96	96	99	83				
<b>CURRENT</b>								
Annual Revenue Goal	\$ 1,750,000	\$ 2,750,000	\$ 2,500,000	\$ 2,800,000				
Annual Commission Goal	\$ 75,000	\$ 160,000	\$ 170,000	\$ 175,000				
Conference Revenue And Percentage by County:								
Placer	\$ 1,114,907	\$ 1,981,316	\$ 1,935,953	\$ 1,832,680	52.7%	70.6%	66.3%	74.8%
Washoe	\$ 407,552	\$ 266,099	\$ 139,002	\$ 496,281	19.3%	9.5%	4.8%	20.3%
South Lake	\$ 580,965	\$ 462,174	\$ 737,080	\$ 80,695	27.5%	16.5%	25.2%	3.3%
Nevada	\$ 10,359	\$ 97,729	\$ 108,363	\$ 39,240	0.5%	3.5%	3.7%	1.6%
Total Conference Revenue	\$ 2,113,783	\$ 2,807,318	\$ 2,920,398	\$ 2,448,896	100.0%	100.0%	100.0%	100.0%

Infrastructure Fund Balances Held by Placer County as of	
Contract 12945 2010-11	\$ -
Contract 13054 2011-12	\$ -
Contract 13235 2012-13	\$ -
Contract 13325 2013-14	\$ 560,681
Contract 13452 2014-15	\$ 1,642,074
Total Fund Balances	\$ 2,202,755

Destrimetrics Reservations Activity	FY 13/14	FY 14/15
Occupancy during August	65.8%	70.2%
ADR August (Average Daily Rate)	\$ 243	\$ 273
RevPAR Aug (Rev per Available Room)	\$ 159	\$ 192
Occupancy Forecast September	48.9%	42.4%
ADR September (Average Daily Rate)	\$ 208	\$ 205
RevPAR Sept. (Rev per Available Room)	\$ 102	\$ 87
Occupancy (prior 6 months)	48.6%	51.7%
ADR (prior 6 months)	\$ 221	\$ 236
RevPAR (prior 6 months)	\$ 107	\$ 122
Occupancy (next 6 months)	19.1%	17.3%
ADR (next 6 months)	\$ 234	\$ 223
RevPAR (next 6 months)	\$ 45	\$ 39

## Archives Only (not updated):

Total TOT Collections by Quarter 2008 - 2014 (through October 31, 2014)						
	Quarter 1	Quarter 2	Quarter 3	Quarter 4		Total
2008-09	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143		\$ 8,651,866
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129		\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343		\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224		\$ 10,191,876
2012-13	\$ 3,882,502	\$ 2,102,622	\$ 4,263,450	\$ 1,440,039		\$ 11,688,613
2013-14	\$ 4,523,469	\$ 2,145,525	\$ 3,560,896	\$ 1,738,719		\$ 11,968,609
Total	\$21,414,474	\$11,262,189	\$21,109,966	\$ 8,447,597		\$ 53,582,360

Calendar Year Sales Tax Revenue - Tahoe (Calendar Year Basis)								12 . v 13
Quarter	2007	2008	2009	2010	2011	2012	2013	YOY % Change
First (JFM)	\$ 575,721	\$ 643,647	\$ 521,787	\$ 592,861	\$ 469,504	\$ 505,344	\$ 724,645	43.40%

KEY IMPACT METRICS  
as of December 31, 2012

Second (AMJ)	\$ 528,028	\$ 486,809	\$ 400,212	\$ 376,497	\$ 391,536	\$ 446,802	\$ 488,100	9.24%
Third (JAS)	\$ 792,879	\$ 791,449	\$ 612,781	\$ 687,963	\$ 757,531	\$ 777,413	\$ 860,783	10.72%
Fourth (OND)	\$ 514,299	\$ 431,607	\$ 428,368	\$ 448,294	\$ 441,061	\$ 529,470	\$ 538,112	1.63%
Total	\$ 2,410,928	\$ 2,353,512	\$ 1,953,128	\$ 2,105,615	\$ 2,059,632	\$ 2,259,029	\$ 2,611,640	



## KEY METRICS FOR SEPTEMBER 30, 2015 FINANCIAL STATEMENTS

Total TOT Collections by Quarter 2009 - 2015 (through June 30, 2015)					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012-13	\$ 3,882,952	\$ 2,103,118	\$ 4,263,868	\$ 1,444,425	\$ 11,694,363
2013-14	\$ 4,525,634	\$ 2,145,657	\$ 3,566,603	\$ 1,745,102	\$ 11,982,996
2014-15	\$ 4,690,454	\$ 2,527,484	\$ 3,462,341	\$ 1,838,955	\$ 12,519,234

Visitor Information Statistics For Fiscal Years 2011 - 2015					
Referrals -	2011/2012	2012/2013	2013/2014	2014/2015	YOY % Change
Tahoe City:	Annual Totals	Annual Totals	Annual Totals	Annual Totals	
Walk In	12,188	36,819	48,338	44,850	-7.22%
Phone	2,912	2,997	2,903	2,560	-11.82%
Kings Beach (Walk In Only)	2,995	3,014	5,278	3,472	-34.22%
Reno (Walk In) (Closed)	1,660	1,793	3,834	Closed	N/A

Sales Tax Revenue by Fiscal Year Quarter - North Lake Tahoe					
Quarter	2011/12	2012/13	2013/14	2014/15	YOY % Change
First	\$ 757,531	\$ 777,413	\$ 860,783	\$ 873,874	1.5%
Second	\$ 441,061	\$ 529,470	\$ 481,165	\$ 535,449	11.3%
Third	\$ 505,344	\$ 724,645	\$ 589,226	\$ 571,671	-3.0%
Fourth	\$ 446,802	\$ 488,100	\$ 521,688	\$ -	
Total	\$ 2,150,738	\$ 2,519,628	\$ 2,452,862	\$ 1,980,994	-19.2%

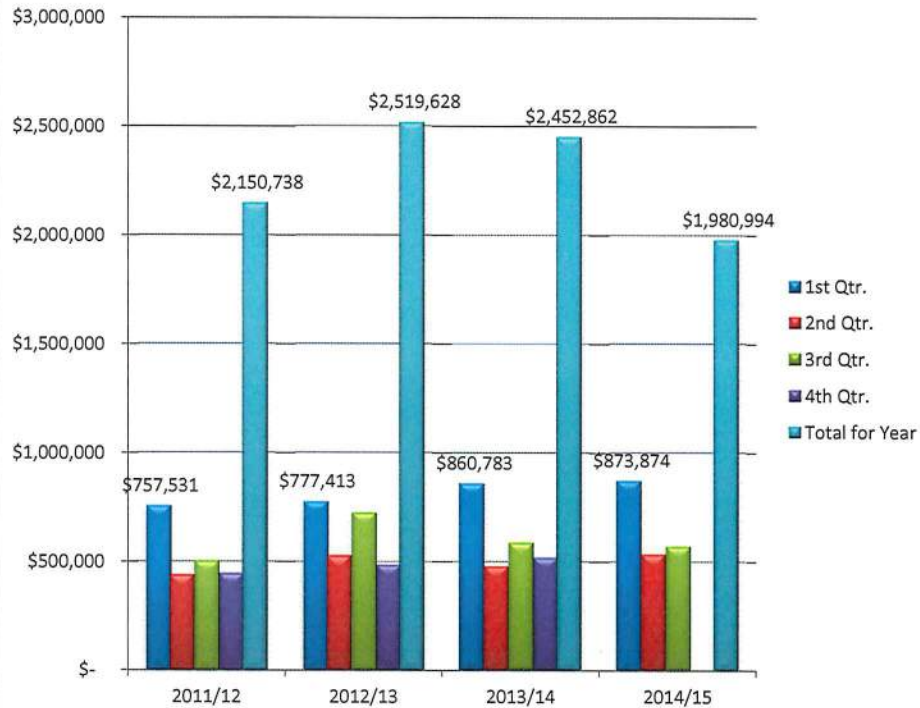
Unemployment Rates	December 2013	June 2014	July 2015
California (pop. 38,332,521)	7.9%	7.1%	6.7%
Placer County (367,309)	6.5%	6.0%	5.2%
Dollar Point (1,215)	7.6%	7.1%	6.1%
Kings Beach (3,893)	6.5%	6.0%	6.8%
Sunnyside/Tahoe City (1,557)	7.6%	7.0%	5.7%
Tahoe Vista (1,433)	11.0%	10.1%	8.9%

Destimetrics Reservations Activity	FY 14/15	FY 15/16	Change
Occupancy during September	46.0%	56.1%	22.0%
ADR September (Average Daily Rate)	\$ 217	\$ 211	-2.8%
RevPAR Sept (Rev per Available Room)	\$ 100	\$ 118	18.0%
Occupancy Forecast October	26.0%	36.2%	39.2%
ADR October (Average Daily Rate)	\$ 167	\$ 173	3.6%
RevPAR Oct. (Rev per Available Room)	\$ 44	\$ 63	43.2%
Occupancy (prior 6 months)	52.3%	54.3%	3.8%
ADR (prior 6 months)	\$ 233	\$ 226	-3.0%
RevPAR (prior 6 months)	\$ 122	\$ 123	0.8%
Occupancy (next 6 months)	14.7%	17.0%	15.6%
ADR (next 6 months)	\$ 242	\$ 230	-5.0%
RevPAR (next 6 months)	\$ 36	\$ 39	8.3%

Infrastructure Fund Balances Held	Total Chamber Membership	
by Placer County as of 6/30/15	June 2012	510
FY 2013-14 Contract	June 2013	465
FY 2014-15 Contract	June 2014	457
Total Fund Balances	Sept 2015	474

Conference Revenue Statistics Comparison Fiscal 2014/15 vs. Fiscal 2015/16			
	2014-15	2015-16	YOY % Change
FORWARD LOOKING (2015/16)	Actuals	Forecasted	
Total Revenue Booked through September	\$ 2,920,398	\$ 2,638,087	-9.67%
Forecasted Commission for this Revenue	155,074	151,764	-2.13%
Number of Room Nights	16,377	15,152	-7.48%
Number of Tentative Bookings	99	88	-11.11%
CURRENT			
NLT - Annual Revenue Goal	\$ 2,500,000	\$ 2,800,000	12.00%
Annual Commission Goal	\$ 170,000	\$ 175,000	2.94%
Conference Revenue And Percentage by County:			
Placer (66% of revs in '15, 76% in '16)	\$ 1,935,953	\$ 2,006,054	3.62%
Washoe ('15; 5%, '16; 19%)	\$ 139,002	\$ 507,729	265.27%
South Lake ('15; 25%, '16; 3%)	\$ 737,080	\$ 83,807	-88.63%
Nevada ('15; 4%, '16; 2%)	\$ 108,363	\$ 40,497	-62.63%
Total Conference Revenue	\$ 2,920,398	\$ 2,638,087	-9.67%

## 22 Annual Sales Tax Revenue - Lake Tahoe (Now on Fiscal Year Basis)

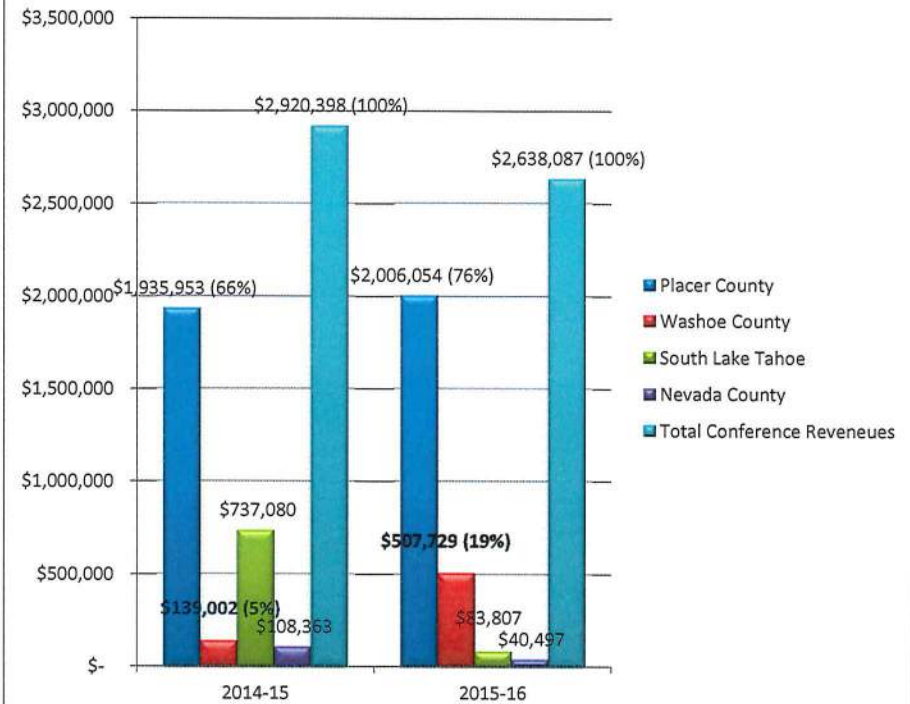


Sales Tax Revenue - Lake Tahoe (Fiscal Year Basis)

Quarter	2011/12	2012/13	2013/14	2014/15	YOY % Change
First	\$ 757,531	\$ 777,413	\$ 860,783	\$ 873,874	1.5%
Second	\$ 441,061	\$ 529,470	\$ 481,165	\$ 535,449	11.3%
Third	\$ 505,344	\$ 724,645	\$ 589,226	\$ 571,671	-3.0%
Fourth	\$ 446,802	\$ 488,100	\$ 521,688	\$ -	-19.2%
Total	\$ 2,150,738	\$ 2,519,628	\$ 2,452,862	\$ 1,980,994	

## Conference Revenue Statistics & Revenue Share by County

22

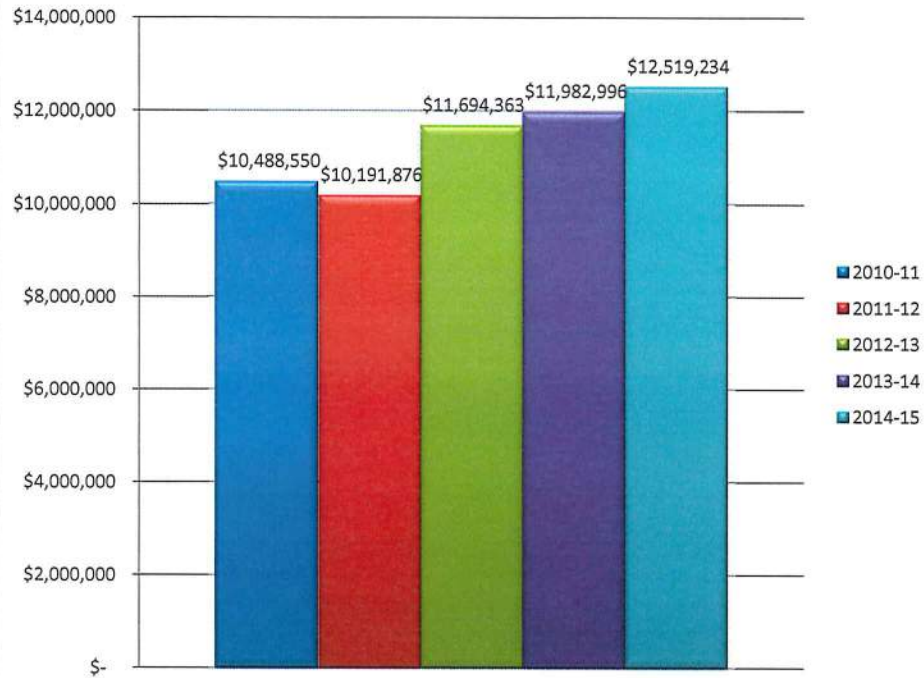


Conference Revenue Statistics Comparison Fiscal 2014/15 vs. Fiscal 2015/16

	2014-15	2015-16	YOY % Change
<b>FORWARD LOOKING (2015/16)</b>			
	Actuals	Forecasted	
Total Revenue Booked through September	\$ 2,920,398	\$ 2,638,087	-9.67%
Forecasted Commission for this Revenue	155,074	151,764	-2.13%
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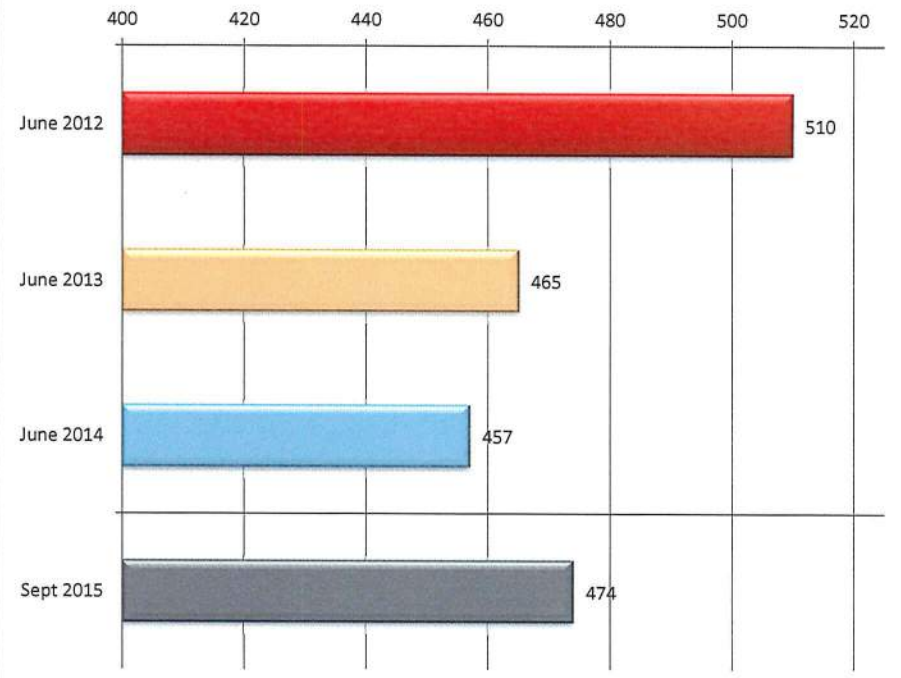
### 5-Year Annual TOT Collections (Fiscal Year Basis)



#### Total TOT Collections by Quarter 2009 - 2015 (through June 30, 2015)

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
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2013-14	\$ 4,525,634	\$ 2,145,657	\$ 3,566,603	\$ 1,745,102	\$ 11,982,996
2014-15	\$ 4,690,454	\$ 2,527,484	\$ 3,462,341	\$ 1,838,955	\$ 12,519,234

### Chamber Membership (# of Members)

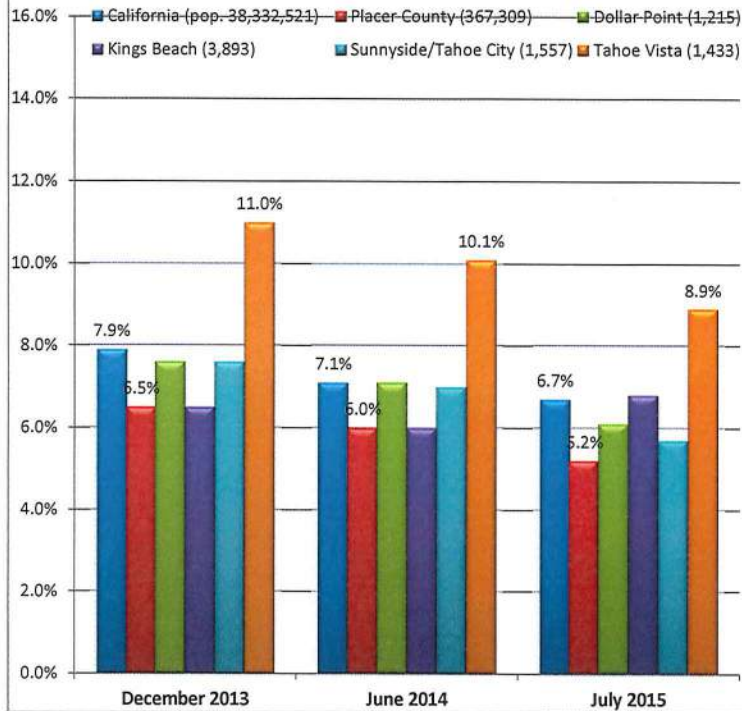


#### Chamber Of Commerce Total Membership

June 2012	510
June 2013	465
June 2014	457
September 2015	474

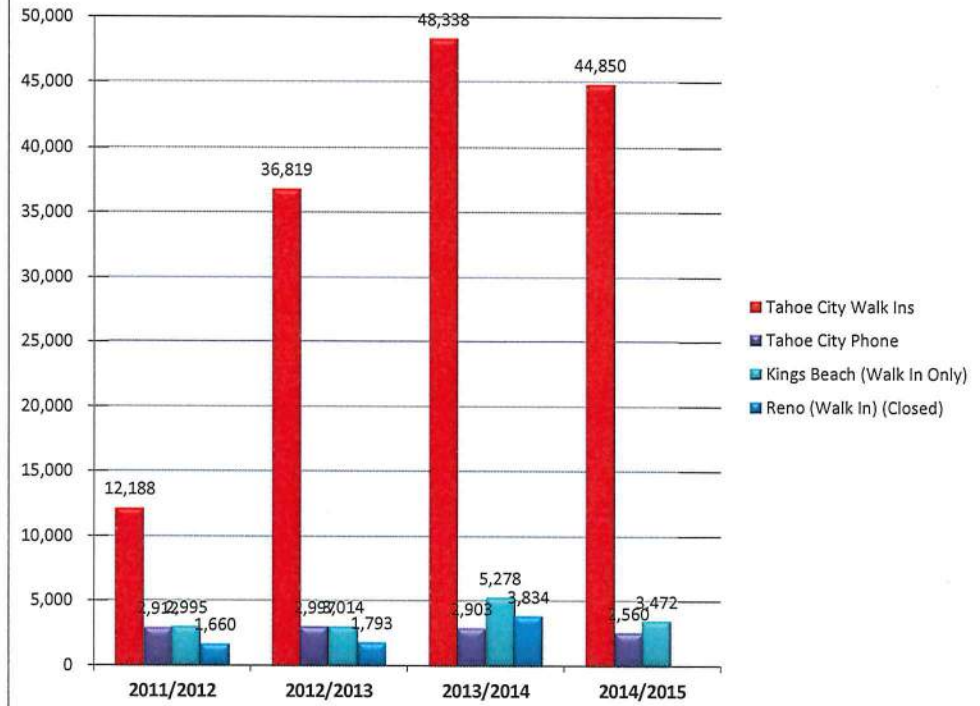


### Unemployment Rates by Region

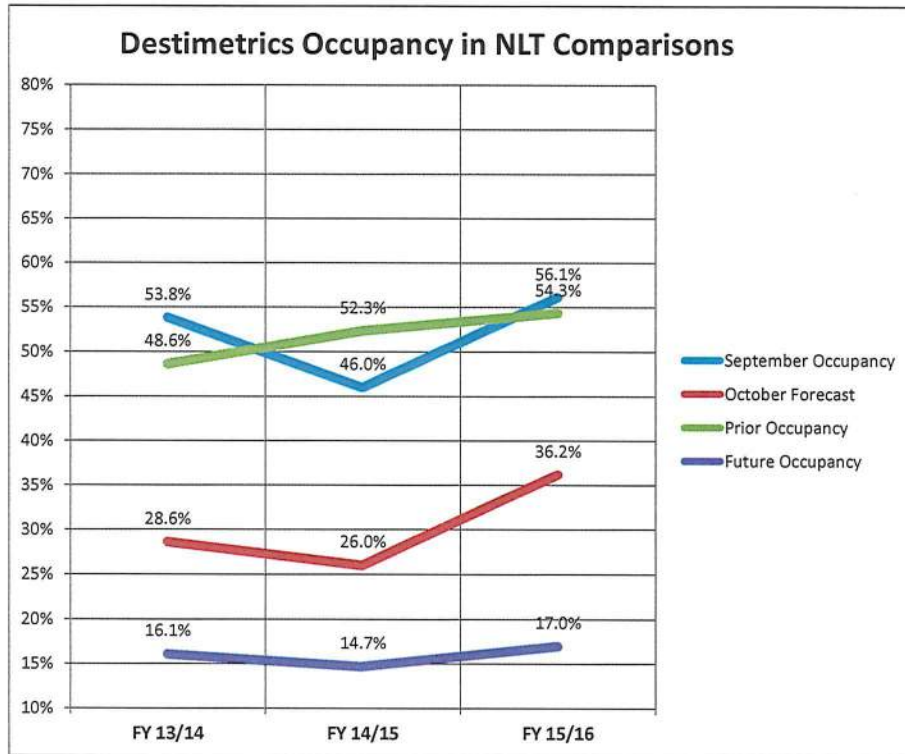


Unemployment Rates	December 2013	June 2014	July 2015
California	7.9%	7.1%	6.7%
Placer County	6.5%	6.0%	5.2%
Dollar Point	7.6%	7.1%	6.1%
Kings Beach	6.5%	6.0%	6.8%
Sunnyside/Tahoe City	7.6%	7.0%	5.7%
Tahoe Vista	11.0%	10.1%	8.9%

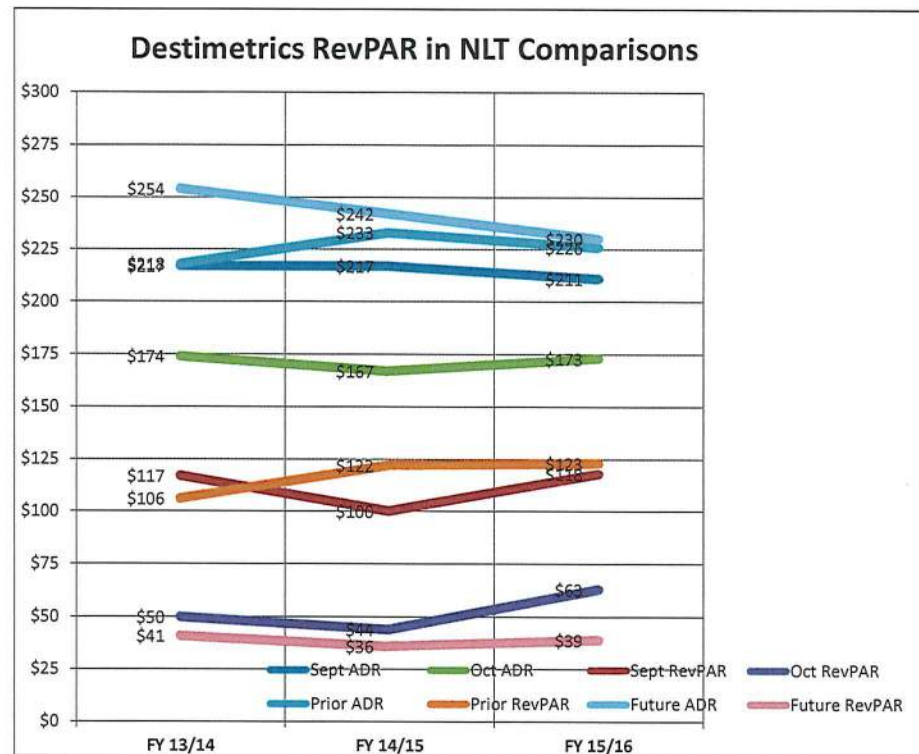
### Visitor Information - Fiscal YTD through June



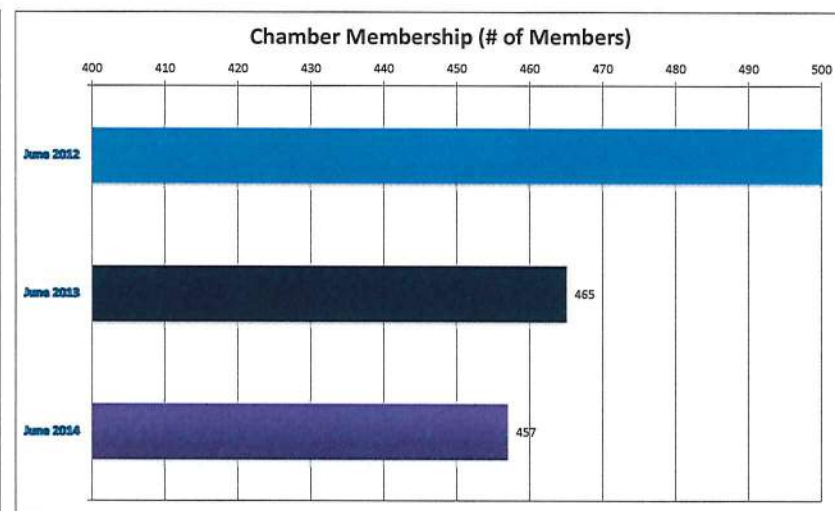
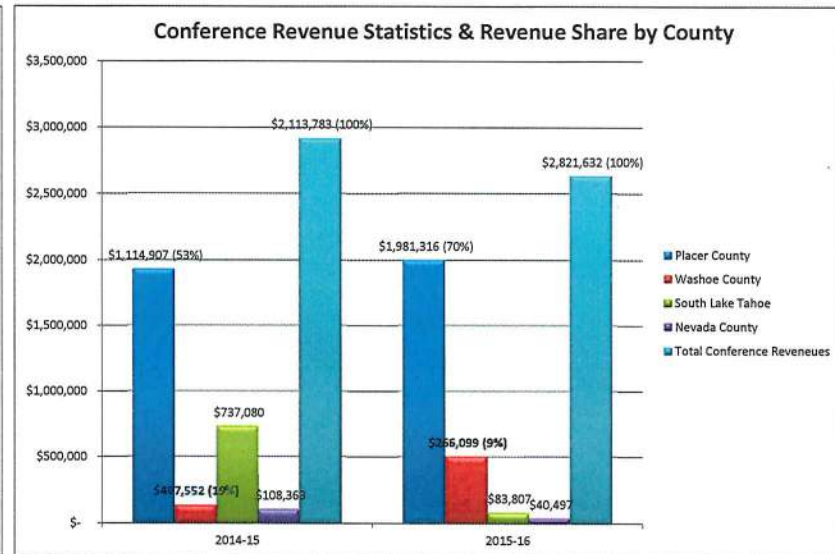
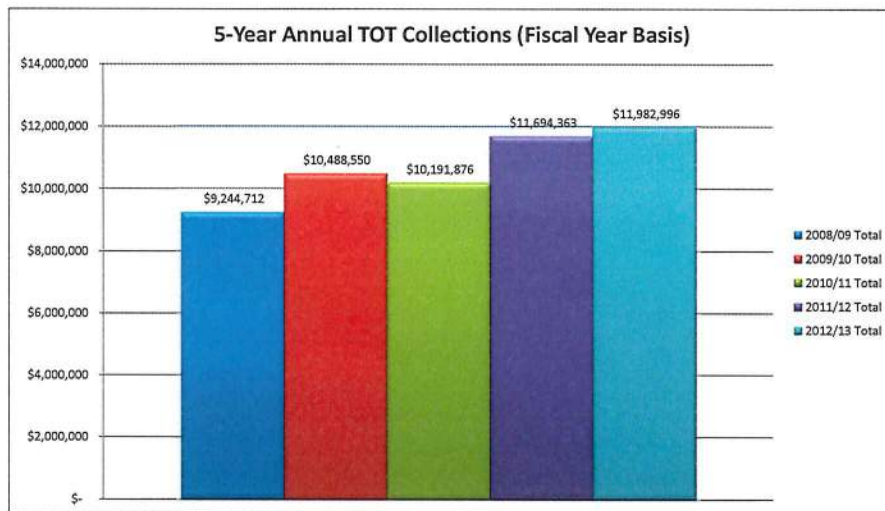
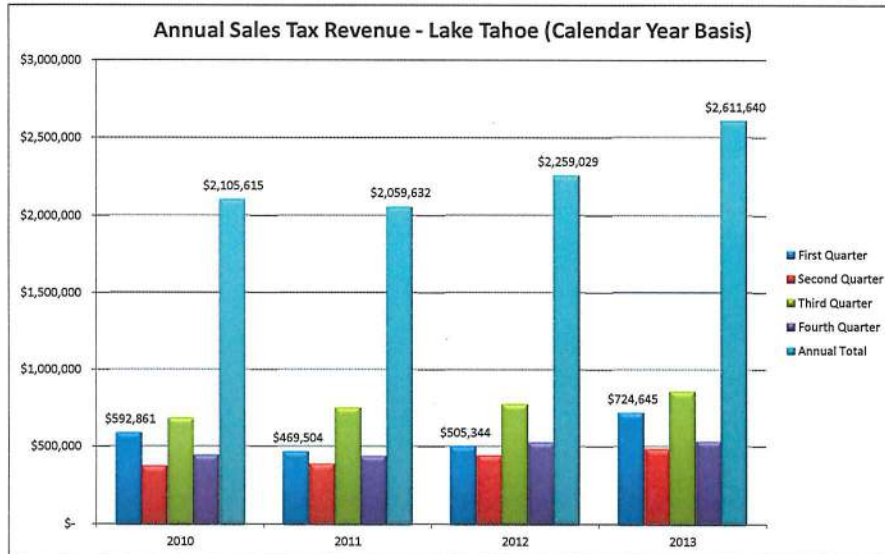
Visitor Information Statistics For Fiscal Years 2011 - 2015					
Referrals -	2011/2012	2012/2013	2013/2014	2014/2015	YOY % Change
Tahoe City:	Annual Totals	Annual Totals	Annual Totals	Annual Totals	
Walk In	12,188	36,819	48,338	44,850	-7.22%
Phone	2,912	2,997	2,903	2,560	-11.82%
Kings Beach (Walk In Only)	2,995	3,014	5,278	3,472	-34.22%
Reno (Walk In) (Closed)	1,660	1,793	3,834	Closed	N/A



Destimetrics Reservations Activity	FY 13/14	FY 14/15	FY 15/16	Y-O-Y Change
Occupancy during September	53.8%	46.0%	56.1%	22.0%
Occupancy Forecast October	28.6%	26.0%	36.2%	39.2%
Occupancy (prior 6 months)	48.6%	52.3%	54.3%	3.8%
Occupancy (next 6 months)	16.1%	14.7%	17.0%	15.6%

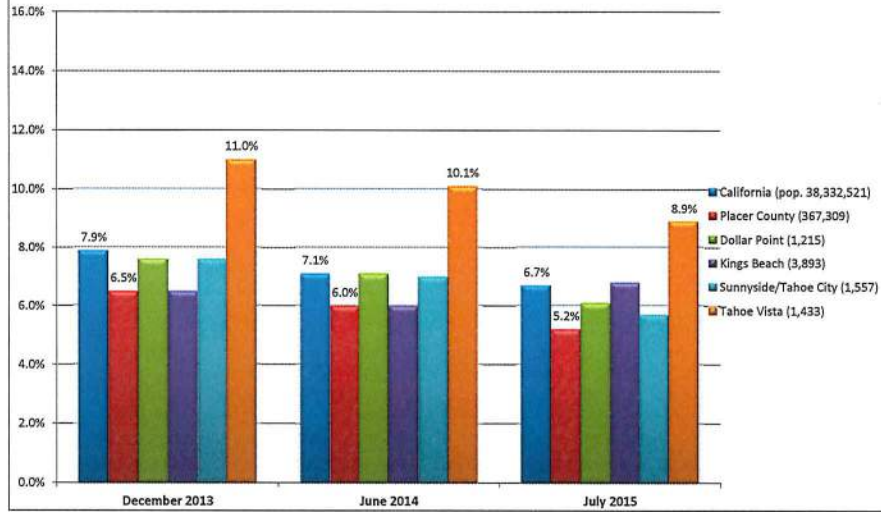


Destimetrics Reservations Activity	FY 13/14	FY 14/15	FY 15/16	Y-O-Y Change
ADR September (Average Daily Rate)	\$217	\$217	\$211	-2.8%
RevPAR Sept (Rev per Available Room)	\$117	\$100	\$118	18.0%
ADR October (Average Daily Rate)	\$174	\$167	\$173	3.6%
RevPAR Oct. (Rev per Available Room)	\$50	\$44	\$63	43.2%
ADR (prior 6 months)	\$218	\$233	\$226	-3.0%
RevPAR (prior 6 months)	\$106	\$122	\$123	0.8%
ADR (next 6 months)	\$254	\$242	\$230	-5.0%
RevPAR (next 6 months)	\$41	\$36	\$39	8.3%

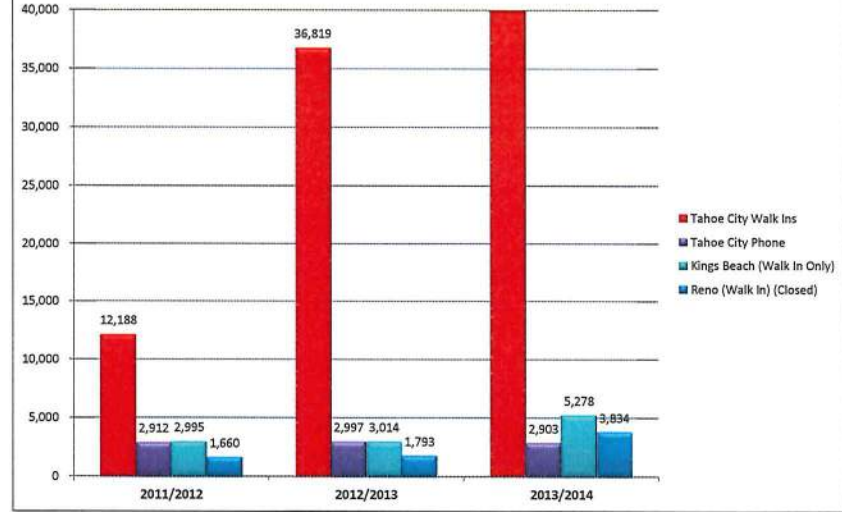




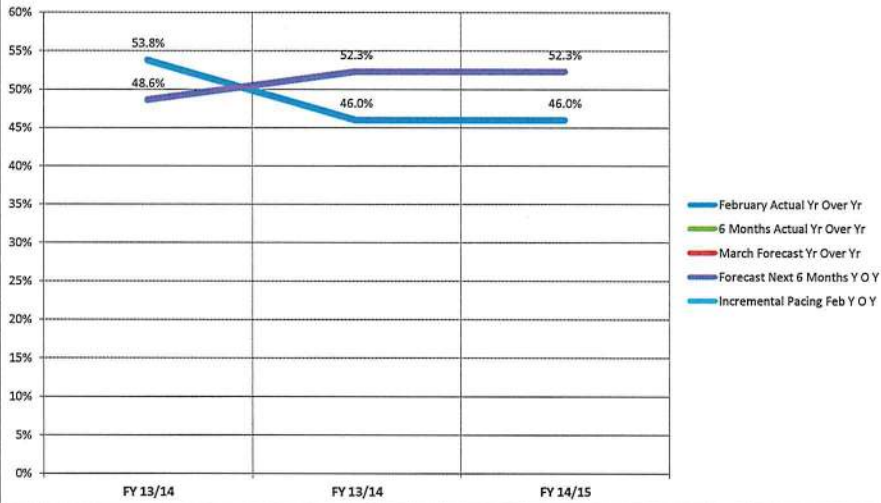
Unemployment Rates by Region



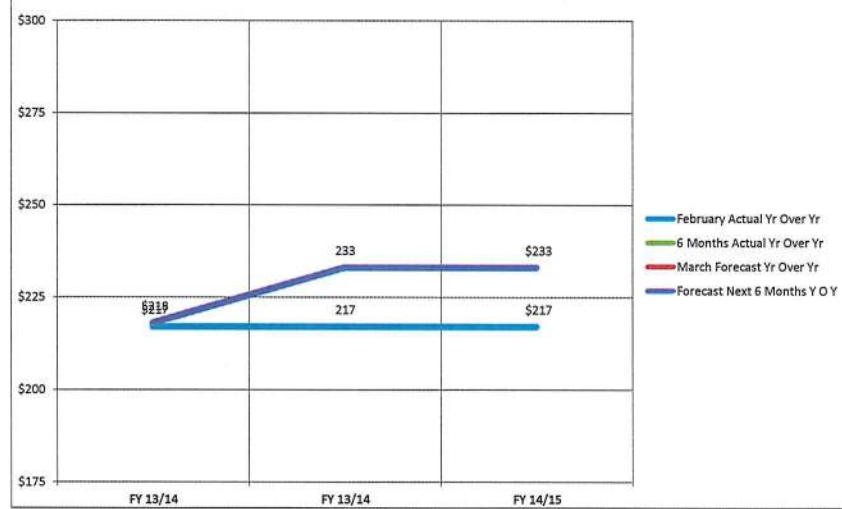
Visitor Information - Fiscal YTD through February



MTrip Destimetrics Occupancy in NLT Comparisons



MTrip Destimetrics RevPar in NLT Comparisons



Conference Revenue Statistics Fiscal July 1, 20XX to June 30, 20XX								
	2012-13	2013-14	2014-15	2015-16	2012-13 %	2013-14 %	2014-15 %	2015-16 %
<b>FORWARD LOOKING (2014/15)</b>								
Total Revenue Booked as of 6/30/XX	\$ 2,113,783	\$ 2,807,318	\$ 2,920,398	\$ 2,638,087				
Forecasted Commission for this Revenue	60,444	151,069	155,074	151,764				
Number of Room Nights	8,361	15,289	16,377	15,152				
Number of Tentative Bookings	96	96	99	88				
<b>CURRENT</b>								
Annual Revenue Goal	\$ 1,750,000	\$ 2,750,000	\$ 2,500,000	\$ 2,800,000				
Annual Commission Goal	\$ 75,000	\$ 160,000	\$ 170,000	\$ 175,000				
Conference Revenue And Percentage by County:								
Placer	\$ 1,114,907	\$ 1,981,316	\$ 1,935,953	\$ 2,006,054	52.7%	70.6%	66.3%	76.0%
Washoe	\$ 407,552	\$ 266,099	\$ 139,002	\$ 507,729	19.3%	9.5%	4.8%	19.2%
South Lake	\$ 560,965	\$ 462,174	\$ 737,080	\$ 83,807	27.5%	16.5%	25.2%	3.2%
Nevada	\$ 10,359	\$ 97,729	\$ 108,363	\$ 40,497	0.5%	3.5%	3.7%	1.5%
Total Conference Revenue	\$ 2,113,783	\$ 2,807,318	\$ 2,920,398	\$ 2,638,087	100.0%	100.0%	100.0%	100.0%

Infrastructure Fund Balances Held by Placer County as of	
Contract 12945 2010-11	\$ -
Contract 13054 2011-12	\$ -
Contract 13235 2012-13	\$ -
Contract 13325 2013-14	\$ 560,681
Contract 13452 2014-15	\$ 1,642,074
Total Fund Balances	\$ 2,202,755

Destinmetrics Reservations Activity	FY 13/14	FY 14/15
Occupancy during September	53.8%	46.0%
ADR September (Average Daily Rate)	\$ 217	\$ 217
RevPAR Sept. (Rev per Available Room)	\$ 117	\$ 100
Occupancy Forecast October	28.6%	26.0%
ADR October (Average Daily Rate)	\$ 174	\$ 167
RevPAR Oct. (Rev per Available Room)	\$ 50	\$ 44
Occupancy (prior 6 months)	46.6%	52.3%
ADR (prior 6 months)	\$ 218	\$ 233
RevPAR (prior 6 months)	\$ 106	\$ 122
Occupancy (next 6 months)	15.1%	14.7%
ADR (next 6 months)	\$ 254	\$ 242
RevPAR (next 6 months)	\$ 41	\$ 36

## Archives Only (not updated):

Total TOT Collections by Quarter 2008 - 2014 (through October 31, 2014)						
	Quarter 1	Quarter 2	Quarter 3	Quarter 4		Total
2008-09	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143		\$ 8,651,866
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2013-14	\$ 4,523,469	\$ 2,145,525	\$ 3,580,896	\$ 1,738,719		\$ 11,968,609
Total	\$21,414,474	\$11,262,189	\$21,109,966	\$ 8,447,597		\$ 53,582,360

Calendar Year Sales Tax Revenue - Tahoe (Calendar Year Basis)								12 y 13
Quarter	2007	2008	2009	2010	2011	2012	2013	YOY % Change
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KEY IMPACT METRICS  
as of December 31, 2012

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Third (JAS)	\$ 792,879	\$ 731,449	\$ 612,761	\$ 687,963	\$ 757,631	\$ 777,413	\$ 860,783	10.72%
Fourth (OND)	\$ 514,299	\$ 431,607	\$ 428,368	\$ 448,294	\$ 441,061	\$ 529,470	\$ 538,112	1.63%
Total	\$ 2,410,928	\$ 2,353,512	\$ 1,963,128	\$ 2,105,615	\$ 2,059,632	\$ 2,259,029	\$ 2,611,640	

## Monthly Report September 2015

## CONFERENCE REVENUE STATISTICS

North Shore Properties

## Year to Date Bookings/Monthly Production Detail FY 15/16

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 15/16</u>	<u>FY 14/15</u>	<u>Variance</u>
Total Revenue Booked as of 9/30/15:	\$2,554,280	\$1,923,761	33%
Forecasted Commission for this Revenue:	\$146,349	\$119,647	22%
Number of Room Nights:	14463	10413	39%
Number of Delegates:	17202	6048	184%
Annual Revenue Goal:	\$2,800,000	\$2,500,000	12%
Annual Commission Goal:	\$165,000	\$140,000	18%
Number of Tentative Bookings:	88	104	-15%

Monthly Detail/Activity	<u>September-15</u>	<u>September-14</u>	
<u>Number of Groups Booked:</u>	2	8	
Revenue Booked:	\$18,378	\$367,511	-95%
Projected Commission:	\$693	\$28,336	-98%
Room Nights:	150	3417	-96%
Number of Delegates:	70	2115	-97%
	1 Smf, 1 Ca	2 Corp, 6	
Booked Group Types:	Assoc.	Assoc.	
Lost Business, # of Groups:	8	5	

<u>Arrived in the month</u>	<u>September-15</u> * Est.	<u>September-14</u>	
Number of Groups:	9	9	
Revenue Arrived:	\$705,771	\$537,101	31%
Projected Commission:	\$54,203	\$7,879	588%
Room Nights:	4082	2782	47%
Number of Delegates:	1976	1675	18%
	2 Corp, 2	4 Assoc., 1	
	Assoc, 3 Ca	Corp, 3 Smf	
Arrived Group Types:	Assn., 2 Smf	and 1 Society	

Monthly Detail/Activity	<u>August-15</u>	<u>August-14</u>	
<u>Number of Groups Booked:</u>	3	7	
Revenue Booked:	\$40,570	\$328,584	-88%
Projected Commission:	\$3,884	\$14,879	-74%
Room Nights:	264	1452	-82%
Number of Delegates:	224	723	-69%
		4 Smf, 2 Corp.,	
Booked Group Types:	2 Corp. 1 Smf	1 Assn., 1 Govt	
Lost Business, # of Groups:	7	4	
<u>Arrived in the month</u>	<u>August-15</u> * Est.	<u>August-14</u>	
Number of Groups:	7	8	
Revenue Arrived:	\$257,500	\$44,210	482%



Projected Commission:	\$18,796	\$1,739	981%
Room Nights:	1843	252	631%
Number of Delegates:	632	278	127%
		2 Corp, 1	
	3 Corp, 2	Assoc., 4 Smf,	
Arrived Group Types:	Assn., 2 Govt.	1 Govt.	

Monthly Detail/Activity	<u>July-15</u>	<u>July-14</u>	
<u>Number of Groups Booked:</u>	4	4	
Revenue Booked:	\$119,459	\$156,104	-23%
Projected Commission:	\$3,023	\$1,075	181%
Room Nights:	850	636	34%
Number of Delegates:	10390	390	2564%
	1 Ca Assoc, 1		
	Corp, 1 Smf, 1		
Booked Group Types:	Assoc.	2 Assoc, 2 Corp	
Lost Business, # of Groups:	4	1	

<u>Arrived in the month</u>	<u>July-15</u>	* Est.	<u>July-14</u>	
Number of Groups:	7		12	
Revenue Arrived:	\$322,369		\$546,907	-41%
Projected Commission:	\$11,284		\$23,673	-52%
Room Nights:	1754		2103	-17%
Number of Delegates:	1725		898	92%
	3 Corp, 1 Ca		6 Smf, 2 Corp,	
	Assoc., 1 Smf, 1		2 Assoc, 2	
Arrived Group Types:	Seminar		Seminars	

For 2016/17:	\$1,324,399	\$2,000,000
For 2017/18:	\$246,983	\$750,000

NUMBER OF LEADS Generated as o 9/30/15: 35

**Total Number of Leads Generated in Previous Years:**

2014/2015	175
2013/2014	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205

## Monthly Report September 2015

## CONFERENCE REVENUE STATISTICS

South Lake Tahoe

## Year to Date Bookings/Monthly Production Detail FY 15/16

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>15/16</u>	<u>14/15</u>	<u>Variance</u>
Total Revenue Booked as of 9/30/15:	\$83,806	\$814,950	-90%
Forecasted Commission for this Revenue:	\$5,415	\$30,908	-82%
Number of Room Nights:	689	6176	-89%
Number of Delegates:	445	3210	-86%
Annual Commission Projection:	\$10,000	\$30,000	-67%

<u>Monthly Detail/Activity</u>	<u>September-15</u>	<u>September-14</u>	
<u>Number of Groups Booked:</u>	3	1	
Revenue Booked:	\$11,830	\$38,493	-69%
Projected Commission:	\$0	\$1,925	
Room Nights:	101	230	-56%
Number of Delegates:	96	200	-52%
Booked Group Types:	1 Ca Assn., 2 Smf	1 Smf	

<u>Arrived in the month</u>	<u>September-15</u>	<u>September-14</u>	
Number of Groups:	2	4	
Revenue Arrived:	\$31,347	\$521,681	-94%
Projected Commission:	\$1,567	\$27,677	-94%
Room Nights:	270	3664	-93%
Number of Delegates:	120	1645	-93%
Arrived Group Types:	1 Corp., 1 Smf	2 Corp., 1 Assn., 1 Smf	

<u>Monthly Detail/Activity</u>	<u>August-15</u>	<u>August-14</u>	
<u>Number of Groups Booked:</u>	1	2	
Revenue Booked:	\$139,320	\$9,603	1351%
Projected Commission:	\$6,966	\$481	
Room Nights:	1220	80	1425%
Number of Delegates:	300	30	900%
Booked Group Types:	1 Assn.	2 Smf	

<u>Arrived in the month</u>	<u>August-15</u>	<u>August-14</u>	
Number of Groups:	0	1	
Revenue Arrived:	\$0	\$32,748	-100%
Projected Commission:	\$0	\$4,912	-100%
Room Nights:	0	93	-100%
Number of Delegates:	0	30	-100%
Arrived Group Types:	0	1 Smf	

Monthly Detail/Activity	<u>July-15</u>	<u>July-14</u>	
<b><u>Number of Groups Booked:</u></b>	<b>2</b>	<b>1</b>	
Revenue Booked:	\$7,662	\$10,800	-29%
Projected Commission:	\$1,149	\$0	
Room Nights:	66	55	20%
Number of Delegates:	68	40	70%
Booked Group Types:	2 Smf	1 Smf.	
 <b><u>Arrived in the month</u></b>	 <b><u>July-15</u></b>	 <b><u>July-14</u></b>	
Number of Groups:	3	1	
Revenue Arrived:	\$30,232	\$32,748	-8%
Projected Commission:	\$1,749	\$4,912	-64%
Room Nights:	211	93	127%
Number of Delegates:	156	30	420%
Arrived Group Types:	1 Assoc., 2 Smf	1 Smf.	

NUMBER OF LEADS Generated as of 9/30/15: 35

**Total Number of Leads Generated in Previous Years:**

2014/2015 175  
 2013/2014 172  
 2012/2013: 171  
 2011/2012: 119  
 2010/2011: 92  
 2009/2010: 107  
 2008/2009: 151  
 2007/2008: 209  
 2006/2007: 205



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## **NLTRA Executive Committee**

Tuesday, October 27, 2015

7:30 a.m.

NLTRA Offices

### **Report**

**Attendees: Adam Wilson, David Tirman, Ron Treabess, JT Thompson, Sandy Evans Hall**

#### **A. Open Session**

1. Items for Board Agenda – November 4
  - a. Slate of candidates for Board
  - b. Visiting Lake Tahoe Contract – Review and Input
  - c. Presentation: OAC, CSD

**Sandy reviewed the items proposed for the Board of Directors agenda.**

2. Strategic Discussion ideas
  - a. Strategy for increasing Destination Visitor segment of market
  - b. Andy Heath – E. Placer revenues and expenses
  - c. Funding alternatives – Trails Development and Maintenance, Destination Visitor Marketing, Transit Vision
  - d. **Board Development – Info from people attending the sessions with TTCF**

**There will be two presentations of 20 minutes each and the remaining 20 minutes will be devoted to reports from the board members who attended the series sessions.**

3. Contract Compliance Audit - Final contract – Visiting Lake Tahoe MOU  
**JT will have a signed agreement from Smith and Jones for the board review. This item has been removed from the consent agenda as it does not require NLTRA Board approval, only review and comment.**

4. Financial Audit –McClintock Accountancy reviewed with Finance Committee, due to late submission, this will be reviewed and discussed at November Finance Committee before being presented to the Board in December

**The audit was received from McClintock Accountancy only one day prior to the meeting of the Finance Committee and was sent to the committee members the morning of the committee meeting which did not allow for ample time to review. As such, the audit will go back to the Finance Committee in November for final review and will come before the Board of Directors at the December board meeting.**

5. Chamber Dues Plan – No word from Steve Gross  
**No discussion on this item.**

6. NTBA and TCDA – request for funding for fireworks – meeting scheduled  
**No discussion on this item.**

7. Master Plan – printing and distribution  
**Final edits are being provided to Sandbox Studio and the word DRAFT will be removed. Copies will be printed and bound for members of committees, board members, Board of Supervisors, County CEO staff, and agency directors. The final will also be posted on our website for public access.**

8. Staffing – Finance Director – Al Priester  
**Al Priester has been working for us for the past 3 weeks as a temporary accountant from Accountemps, a subsidiary of Robert Half. He accepted an offer to join our staff effective October 26, 2015. He will be working on hiring some part time bookkeeping assistance.**

9. Other Business





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November 1, 2015

**Subject: Monthly Activity Report—October, 2015**

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

### **A. Capital Investment/Transportation Work Plan Projects—Update**

#### **1. 2015 North Lake Tahoe Tourism Master Plan and Consultants Agreements**

- Completed Scope of Work agreement for up to \$8,500 with SDBX Studio to prepare final graphic presentation of Tourism Master Plan using approved 15/16 approved Research and Planning funds.
- Submitted signed Consultant Service Agreements to Placer County, as approved by NLTRA Board, for addendums with Freshtracks Communications and Design Workshop, Inc.
- Presented Tourism Master Plan to Placer County Board of Supervisors, which was approved, at the October 20<sup>th</sup> BOS meeting.

#### **2. North Lake Tahoe Resort Triangle Transportation Vision Coalition**

- The following are receiving further research
  - Funding techniques of other resort areas
  - Sales Tax survey for Placer County
- Placer direction to investigate other funding efforts underway (PCTPA County-wide sales tax) before initiating separate new efforts
- PCTPA has received results for recent County-wide polling on potential voter acceptance. 61%-63% are likely to vote in favor of sales tax.
- Coalition has placed an informal survey on line to solicit initial views of North Lake Tahoe residents for opinion of transportation sales tax vote and what purposes would be most supported.
- Fourth annual Transportation Summit is being planned for late winter in possible conjunction with transportation sales tax campaign kick-off.

#### **2. North Lake Tahoe Express**

- A new Business and Operational Plan draft has been completed by the NLTE steering committee to set goals and direction for the NLTE over the next 3-5 years.
- The NLTRA Board will consider recommending approval at its November 4<sup>th</sup> meeting.
- A competitive procurement process for operator selection will be conducted based on new B & O Plan, and released by mid-December.

- At any time a new contract is proposed using TOT funding, TTD acknowledges that an acceptable competitive bid process must be utilized.
- All funding partners have approved their level of funding for the service.
- An amendment to the funding contract has been approved between TTD and NLTRA to clarify that TTD is requiring the operator to obey all federal regulations.
- Federal regulation compliance documents have been received from the operator.

### **3. Summer Night Rider**

- Service has concluded and ridership was a little less than last summer.
- Federal regulation compliance documents have been received from the operator
- TNT/TMA will submit invoices with support documentation to NLTRA for payment not to exceed approved funding.

### **4. Winter Night Rider**

- Service will be provided by TART starting this winter season.
- There will be an increased cost of \$61,000 with expectation of improved service.

### **6. Status of All On-Going Capital Investment Projects**

- Project list as of October 25<sup>th</sup> is attached. These status reports will contain scheduled project completion dates.

### **7. SR28/Fanny Bridge Community Revitalization Project**

- All approvals are now in place and project design will move forward.
- Design of the Tahoe City wye is still being reviewed with the business community.
- Construction work is anticipated to begin in spring of 2016.

### **9. Kings Beach Commercial Core Improvement Project**

- KBCCIP has progressed extremely well under the management of Placer County Dept. of Public Works.
- Placer County has completed the redo of the curbing on each island as one approaches each roundabout.
- This has been the largest single project allocation of TOT funds,
- The project will be finished during 2016

### **10. Wayfinding Signage**

- Caltrans has still not given full approval for design and location of 1<sup>st</sup> phase of right-of-way signage to be installed.
- DPW received approval from Supervisors on March 10<sup>th</sup> to start preparing scope of work to issue bid documents for construction and installation of 1<sup>st</sup> phase.
- Roadside mile markers have been repaired, with work completed by June 30.

- Staff met with NTBA design committee and DPW to determine necessary wayfinding through the Kings Beach commercial corridor

#### **11. Annual “Call for Projects” Capital Investment TOT Funding Process**

- The CIT Committee reviewed 12 TOT Funding Application presentations at its October 26 meeting.
- Total TOT funding requested is just over \$2.8 million.
- The TOT funding available for new projects is about \$1.4 million.
- Committee recommended reviewing all applications and scoring each project with the project guidelines.
- Committee will bring scoring of projects to the November 16<sup>th</sup> CIT meeting for final discussion and recommendation of project funding.
- The presentation and selection process will then continue to the NLTRA Board for approval and recommendation for formal grant approval from the Board of Supervisors during the February/March, 2016 time period.

#### **14. Next Capital Investment/Transportation Committee Meeting**

- The next Committee meeting is scheduled for Monday, **November 16, 2015, 1:30 p.m. until 4:00 p.m., at the Tahoe City PUD.**
- The main agenda item in November will be discussion and recommendation for funding the FY 2016-17 “Call for Projects” applications presented at the October meeting.
- Everyone is welcome to attend these meetings and take part in project discussions.

#### **B. Other Meetings and Activities Attended**

- Tuesday Morning Breakfast Club
- TTD Transportation Corridor Workshop
- NLTRA Board
- TMA Board/Resort Triangle Transportation Vision Coalition
- NLTE Business Plan Workshop #4
- NLTRA Executive Committee
- Tahoe Transportation District Board
- Placer County Finance Meeting
- Wayfinding Signage Strategy Session with Placer DPW
- Olympic Museum Board Workshop
- Placer County BOS Meeting
- Capital Investment/Transportation Committee
- Donner Summit Winter Ski Shuttle Partners Meeting
- PCTPA Board Meeting
- Placer County Chaplaincy Reception



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**2015-2016 Project Funding Needs Status**  
**As of October 25, 2015**

<b>Approved Projects Expected Invoices</b>	<b>Project Code</b>	<b>Completion Date</b>	<b>15/16 inv</b>
Wayfinding Signage Installation	A-3	Summer 2016	\$85,158
North Tahoe Regional Park Trails and Wayfinding	A-8*	End of 2016	\$135,000
Tahoe City Field Station Wayfinding Signage	A-10*	End of 2016	\$6,500
Dollar Creek Shared-use Construction	B-2	Fall 16-17	\$265,000
Northstar Community Multi-Purpose Trail	B-4*	phase 3 end of 2016	\$473,600
Truckee River Corridor Access Plan	B-5	DPW has no date	\$111,123
Homewood Bike Trail Design	B-6	Design done 2015	\$13,935
Homewood Trail Construction	B-7	Construct in 16-17	\$200,000
Tahoe Vista Recreation Area	B-8	end of 15	\$24,622
Truckee River Trail Restoration	B-15*	End of 2018 3yr	\$433,859
Squaw Valley Bike Trail Rehabilitation	B-18*	End of 17 2yr	\$246,500
North Tahoe Shared-Use Trail	B-3*	Plan start 15-16	\$98,768
The Stages for Performing Arts Center	D-3	Complete end of 15	\$10,448
Tahoe Public Art Program	D-4	End of 2016	\$134,152
Lake Tahoe Water Interactive Displays	D-5*	Construct in 15-16	\$65,000
Speedboat Beach Access Master Plan	E-4*	Complete fall 16	\$50,000
Community House	G-2	Awaiting TAU trans	\$400,000
Fanny Bridge Hwy SR 89 Match	G-4	End of 2018 3yr	\$496,667
North Tahoe Parking Analysis	G-8	Fall 2015	\$14,798
King's Beach Pier Concept Plan	G-9	E.A. spring 2016	\$25,000
King's Beach Boardwalk & Gateway Plan	G-13	Plan comp 2016	\$135,397
Tahoe City Parking Project Plan	G-16*	Plan comp 2016	\$85,000
Tahoe City Mobility Improvement Plan	G-15*	Plan comp 2016	\$83,671
Signage-Mile Markers	H-1	Summer 2016	\$1,500
Tahoe Pedestrian Safety Program (Maintenance)	H-2	Maintain as necess	\$11,908
Regional Transit System Branding	J-2	summer 2016	\$88,500
Squaw Valley Winter Trail Snow Removal (Maint.)	H-5*	Spring 15-16	\$70,000
Gateway Holiday Lighting (Maint)	G-3*	Fall 15-16	\$20,000
North Tahoe Barge Repair (Maint)	H-7*	Spring 15-16	\$10,075
<b>Approved Projects Totals:</b>			<b>\$3,796,181</b>

\*Projects to be Started During 15-16





November 4, 2015

**Subject: Approval of TCPUD Project Funding Agreement (Contract)**

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

**Staff Recommendation:**

- The NLTRA Board approves the attached Memorandum of Agreement for Use of Placer County TOT funding for approved Truckee River Trail Reconstruction and Renewal Capital Investment project as listed.
- This Tahoe City Public Utility District project and funding have previously been recommended by the CI/T Committee, and then approved by the NLTRA Board and the Placer County Board of Supervisors.
- Upon approval, the Memorandum of Agreement will be forwarded to the County, as well as remain on file at NLTRA.
- Staff will continue to bring additional funding agreements/contracts to the Board for future approved projects.

**Attached Memorandum of Agreement:**

Project	Funding	NLTRA & BOS Approval
13.1. TCPUD Truckee River Trail Reconstruction	\$433,859 (year 1 Of 3)	03/10/2015



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**MEMORANDUM OF AGREEMENT  
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE TAHOE CITY  
PUBLIC UTILITY DISTRICT FOR USE OF PLACER COUNTY TOT FUNDS**

This Memorandum of Agreement (Agreement) is entered into on October 20, 2015, by and between the North Lake Tahoe Resort Association (NLTRA) and the Tahoe City Public Utility District (Grantee) regarding NLTRA's grant and Grantee's use of Placer County Transient Occupancy Tax (TOT) monies to assist in funding the Truckee River Trail Reconstruction and Renewal (Project).

This Agreement confirms the Grantee's commitment to follow the scope of work for the Project and milestones for completion, as defined in the Transient Occupancy Tax Funding Application/Scope of Work (Application) submitted by Grantee to NLTRA in connection with the Project and attached hereto, report any necessary changes to the Project scope or milestones schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon Project completion, including the return, if applicable, of any unspent TOT funds.

For and in consideration of the mutual promises herein exchanged, NLTRA and Grantee do hereby agree as follows:

1. The NLTRA and Grantee desire to insure that certain improvements are made to complete The Project. Those improvements/services are set forth in the Project scope of work and milestones schedule (schedule) included in the Application approved by the NLTRA Board of Directors and the Placer County Board of Supervisors on March 10, 2015. This approval provides funding of up to \$433,859 of TOT to Grantee for the first year (15/16), with anticipation of additional requests for \$576,413 in FY 16/17, and \$614,122 in FY 17/18 for this purpose. It is understood that the NLTRA Board has recommended the future fiscal years funding, which must still receive final approval by the Board of Supervisors each year,
2. The Grantee agrees to complete the Project by October 31, 2018, (the Completion Date), if funds are approved. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the schedule, may be revised and/or extended by the NLTRA, in its sole discretion, upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied. Grantee shall report any necessary changes to the Completion Date, Project scope or schedule to the NLTRA prior to the expenditure of TOT funds for those changes.
3. The Grantee agrees that all contracts for, or related to, the Project involving the expenditure of \$25,000 or more of TOT awarded by it or any of its Contractors shall utilize a competitive bidding or procurement process, as described in this Agreement. This requirement to utilize a competitive bidding or procurement process applies to each consecutive or phased contract with the same entity when all such consecutive or phased

**42** contracts combined involve the expenditure of \$25,000 or more of TOT funds. **42** The Grantee must provide NLTRA with documentation that it and its Contractors have complied with the competitive bidding or procurement process described in this Agreement. Grantee and NLTRA acknowledge and agree that utilization of a competitive bidding or procurement process is intended to ensure that TOT funds are expended in an impartial manner, to the lowest responsible bidder or based on the demonstrated competence and qualifications of the bidder in the most cost-effective manner.

4. The Grantee and its Contractors shall utilize the competitive bidding or procurement process described in this Agreement, provided that if Grantee is obligated by law and its policies to comply with a different process that complies with or substantially complies with the requirements set forth in this Agreement, then Grantee may follow such process.
5. The competitive bidding or procurement to be utilized by the Grantee and its Contractors includes the following. A written scope of work and/or a description of the goods or materials to be purchased shall be prepared, provided to each bidder and included in or attached to the contract awarded for the services or goods or materials. For contracts involving the expenditure of less than \$100,000 of TOT, a minimum of two written quotes or bids shall be obtained by the Grantee or its Contractors. For contracts involving the expenditure of more than \$100,000 of TOT, three written quotes or bids shall be sought and a minimum of two shall be obtained by the Grantee or its Contractors. Contracts for construction work or the purchase of goods or materials shall be awarded to the lowest, responsible bidder that submits a responsive bid. Contracts for services or programs shall be awarded to the bidder who the Grantee or its Contractor reasonably believes will provide the best services or program for the Project, based on the bidder's demonstrated competence and qualifications and which will be provided in the most cost-effective manner.
6. The Grantee shall request payment from the NLTRA on an invoice in a form acceptable to the NLTRA dependent on the type of payment requested, and which be either a sum for invoice(s) already paid by the Grantee for work that was approved in the Application or as a sum for an invoice(s) to be paid by the Grantee for work that was approved in the Application.
7. All invoices submitted by the Grantee shall include documentation acceptable to NLTRA clearly identifying all expenditures of TOT funds made or to be made.
8. Upon NLTRA's approval of Grantee's invoice(s), the invoice(s) will be forwarded to Placer County for direct payment to Grantee.
9. Depending on the time necessary to complete the Project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the Project, as well as a final report that must submitted within 60 days of Project completion. The final report shall document Project completion, include before and after photographs of the Project where applicable, reconcile all expenditures, identify all unspent TOT funds and documentation establishing that all unspent TOT funds have been returned to Placer County.
10. Within 60 days of completion of the Project, the Grantee will return to Placer County all unexpended TOT funds which have been advanced by the NLTRA.

- 1143 Prior to completion of the Project and/or implementation of Project improvements, the Grantee and NLTRA shall meet and confer in good faith in an effort to resolve any dispute arising from or related to this Agreement. If the dispute cannot be resolved, either party may terminate this Agreement by providing the other party with (60 days' notice in writing. 43
12. If this Agreement is terminated by either party, the Grantee agrees to take all reasonable measures to immediately cease the expenditure of TOT funds that had not been expended as of the date of the notice of termination. On or before the date that termination of this Agreement is effective, the Grantee shall return all unexpended TOT funds shall be returned to Placer County.
  13. The Grantee and its Contractors shall maintain complete and detailed financial accounts, documents, and records relating to the Project and the expenditure of TOT funds. Such accounts, documents, and records shall be retained by the Grantee for three years following the date of completion of the Project and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.
  14. All professional and technical information developed under this Agreement, including but not limited to all work sheets, reports, and related data, shall become the property of NLTRA upon to payment to Grantee, and Grantee agrees to deliver reproducible copies of such documents to NLTRA on or before completion of the Project. The NLTRA agrees to indemnify and hold Grantee harmless from any claim arising out of reuse of such information unrelated to this Project.
  15. When, in accordance with final plans and/or requirements for the Project, the Grantee installs signs, including but not limited to interpretive signs, which identify the Project, the Grantee will ensure such signage identifies and acknowledges the roles of and funding assistance provided by both the NLTRA and Placer County.
  16. The Grantee shall perform this Agreement as an independent contractor and its officers, agents and employees are not, and shall not be deemed, NLTRA or Placer County employees for any purpose. The Grantee shall determine, at its own risk and expense, the method and manner by which it will perform this Agreement; provided, however, that the NLTRA may monitor the work performed.
  17. The Grantee hereby agrees to protect, defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA and Placer County arising in favor of any party including, claims, liens, debts, personal injuries, death, or damages to property (including employees or property of the NLTRA or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this Agreement. The Grantee agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demands, or suits at its sole expense. The Grantee also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against the Grantee, the NLTRA, or Placer County, or to enlarge, in any way, the Grantee's



44 liability, but is intended solely to provide for the defense and indemnification of the NLTRA and Placer County from Grantee's performance pursuant to this Agreement. 44

18. Prior to performing any work on the Project and during the term of this Agreement, the Grantee, and its Contractors, shall procure and maintain, the following types and amounts of insurance with insurance carriers rated Best's Class A or better:
  - 1) Worker's Compensation and Employer's Liability Insurance as required by any applicable law or regulation, not less than \$1,000,000 per accident for injury.
  - 2) Comprehensive General Liability not less than \$1,000,000 each occurrence.
  - 3) Automobile Liability Insurance not less than \$1,000,000 for each occurrence.
  - 4) Professional Liability Insurance (Errors and Omissions) \$1,000,000.

The Grantee may satisfy the insurance requirements set forth above through self-insurance acceptable to NLTRA. All insurance policies or contracts for self-insurance shall be endorsed to name NLTRA and Placer County, and their appointed and elected officials, employees and agents as additional insured. The Grantee shall provide NLTRA a copy of all insurance policies, contracts for self-insurance and endorsements thereto prior to performing any work pursuant to this Agreement. All costs of complying with these insurance requirements shall be included in Grantee's fee(s), shall not be considered a "reimbursable" expense under any circumstances and Grantee shall not be entitled to any additional payment therefore.

19. Grantee and its Contractors shall not discriminate in employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq. or any other provision of applicable law.
20. The Grantee agrees that nothing in this Agreement, the Application or other documents related to this Agreement shall create any contractual relationship between any third party and the NLTRA or Placer County.
21. This Agreement is to be interpreted in accordance with the laws of California. This Agreement and the Application constitute the entire agreement between the NLTRA and the Grantee relating to the Project and neither may be modified except by an instrument in writing signed by both parties. Any legal proceedings to enforce or interpret this Agreement or the Application shall be brought under the jurisdiction of the Superior Court of the County of Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have. The prevailing party in action or suit to enforce or interpret this Agreement shall be entitled to an award of its attorneys' fees, expert fees and costs.

In witness whereof, this Memorandum of Agreement was executed by the parties hereto as of the date written.

Sandy Evans Hall 10-9-15  
 President/CEO Date  
 North Lake Tahoe Resort Association

Contact & Mailing:

Name: Sandy Evans Hall

Title: CEO

Address: PO Box 5459

Tahoe City CA 96145

Phone: 530-581-8939

Email: Sandy@GoTahoeNorth.com

Cindy Gustafson 10/9/15  
 General Manager Date  
 Tahoe City Public Utility District

Contact & Mailing:

Name: CINDY GUSTAFSON

Title: General Manager

Address: Box 5249

TAHOE CITY, CA 96145

Phone: 530 580-6326

Email: cindy.g@tcpud.org



The North Lake Tahoe Resort Association  
CAPITAL INVESTMENT PROJECT/PROGRAM  
FUNDING APPLICATION

**PROJECT INFORMATION**

1. Project/program name  
Truckee River Trail Reconstruction and Renewal Project
  
2. Brief description of project/program  

The Truckee River Trail is a destination attraction which enjoys the highest volume of users in the Truckee/Tahoe region. The majority of the trail was built in the 1970's and the condition of the trail has deteriorated significantly in the past 30 plus years. This project would reconstruct the Truckee River Trail between 64-Acres Park and the entrance to Squaw Valley, repairing surface damage, shoulder failure and drainage/erosion issues.

There are 4 major categories contributing to the severe trail deterioration: transverse cracking in many cases across the entire trail width, root and vegetation growing up through and/or bulging and cracking the asphalt from below, shoulder erosion causing cracking and the loss of the asphalt trail edge; and poor drainage caused by the Caltrans drainage improvement, forcing runoff over and down the trail. See Appendix A for photo examples of damage.

The scope of work required to reconstruct much of the trail is significant. Entire sections of trail will be cut out, roots and vegetation removed as necessary, the underlying foundation (dirt) compacted to the proper depth/density, new asphalt laid and compacted, and re-sealed with a binding material to strengthen the connection and consistency between the new and old asphalt. Finally the entire length of trail requires an asphalt rejuvenator and slurry seal to improve waterproofing characteristics, fill hairline cracks, seal the existing pavement and ultimately extend and prolong the functional life of the pavement. For example, estimates show this project will require 14,070 square feet of trail reconstruction, 6,826 linear feet of crack seal, 225,000 square feet of asphalt rejuvenator and an additional 225,000 square feet of slurry seal. Complete technical design and estimates are attached in Appendix B.

The reconstruction will facilitate an improved and safer surface for bicycling, walking, and skating. Furthermore, this project would strengthen and improve the trail surface, providing for 20 to 25 years of expected life span.

## FINANCIAL INFORMATION

1. Total project cost  
\$1,773,616(phasing is possible but would increase the amount of total project costs)
2. Total TOT funds requested  
\$1,507,625
3. Identify other funding from secured sources  
\$265,991 would come from TCPUD capital funding (15% match)
4. Will the project require future financial funding?  
Yes, the trail will continue to have rehabilitation needs every 20 to 25 years.

What is the source of the future financial support?

The TCPUD will continue to contribute labor and funding toward the maintenance of the trail. For future capital rehabilitation needs and the fact that over 70% of trail use is by out-of-district visitors, TCPUD will continue to seek funding assistance from tourism support funding options.

Will this include maintenance needs?

No, the Tahoe City Public Utility District (TCPUD) will continue to maintain the trail year to year as part of their regular operating budget.

What is the source of maintenance funding?

General maintenance will continue to be covered by the TCPUD which includes a \$46,000 per year subsidy by the TCPUD from costs in excess of state operation funding. For future major rehabilitation needs TCPUD will seek appropriate grant funds.

5. Provide project proforma and implementation schedule (timeline)  
See attached. Appendix C
6. How will project cost overruns or operating cost shortfalls be funded?  
TCPUD has built in an appropriate contingency line item that will fund any potential overruns or shortfalls.

## QUALIFICATIONS OF PROJECT SPONSOR

1. Name/address  
Tahoe City Public Utility District, PD Box 5249 Tahoe City, CA 96145
2. Financial Capability  
For 2014, TCPUD has an \$8.7 million operating budget and is managing \$9.1 million in capital projects.
2. Experience with projects of similar nature  
The TCPUD has significant experience with similar projects. The TCPUD constructed and maintains the Truckee River Trail, the West Shore Bike Trail, and the North Shore Bike Trail. TCPUD has a proven track record of building and maintaining high quality trails and parks. In the past 10 years, TCPUD has successfully constructed over \$20 million in park, trail, and river access projects.



4. Objectives of project sponsor  
 Completely reconstruct significant areas of the bike trail, remove damaging roots and vegetation, replace or repair drainage and recondition the entire trail surface. A reconstructed and reconditioned trail will:
  - Improve the safety of the trail by removing cracks and other hazards
  - Return the quality of the trail to a near new surface thereby meeting our visitors' expectations and increasing the enjoyment of visitors when utilizing it.
  - Encourage use of the trail as an alternate transportation method between Squaw Valley, Tahoe City, and the West Shore.
  - Sustain the trail at a high quality so it continues to be identified, utilized and enjoyed as a top recreational asset in North Tahoe.

#### ECONOMIC IMPACT OF PROJECT

1. Estimated number of users Over 200,000 users per year
2. Time of year  
 Primarily the Truckee River Trail is used in the spring, summer, and fall. The trail does not have snow removal or grooming during the winter but there is some use on the trail by cross country skiers, snowshoers, and walkers. The heaviest use is in July and August with steady use in June and September, and moderate use in October and May (depending on snow pack and/or early snowfall).

Since the majority of those who use the trail are from out of town, trail use correlates with the peaks and valleys of visitors to North Lake Tahoe.

Weekends Estimated at 60,000 annually

Weekdays 140,000 annually

3. Number of visitors to be attracted as a result of project/program
  - % Local 27% (based on trail surveys in 2014)
  - % Out of area 73% (based on trail surveys in 2014) (These trail users are defined as visitors and residents outside the TCPUD boundaries.)
4. Projected expenditures by out of area attendees (per capita):  
 According to the NLTRA's 2013 Economic Significance of Travel to the North Lake Tahoe Area visitor impact study, prepared by Dean Runyan Associates, the average visitor spending per capita (adult) is \$155 per day (includes lodging, dining, and other non-transportation expenditures). The trail helps to maintain visitor numbers and creates a draw for new and repeat visitors. A well-maintained trail will help provide for a positive vacation experience and supports the overall tourism economy in North Lake Tahoe.  
  
 TCPUD expects projected expenditures per visitor will follow the above mentioned average.  
  

Hotel:	As described above
Restaurant:	As described above
Other:	As described above
5. How will the project improve or enhance service to the visitor?  
 The Truckee River Trail is the most heavily used trail in the Truckee/Tahoe region and is predominately used by visitors. The surface quality of the trail is a direct factor in the

experience the visitor has when using the trail. The 2013 trail use survey found that 61% of respondents felt the trail system was very valuable in choosing the destination and 87% said the trail had a large effect in their enjoyment of the destination. A high quality trail improves the experience for biking, stroller use, walking, jogging, etc. The better the experience the more likely people will use the trail multiple times during a stay, both for recreation and a transportation option between Squaw Valley and Tahoe City. More utilization of the trail will increase commerce in both communities and reduce traffic on Highway 89.

#### COMMUNITY IMPACT

1. What geographic portion of North Lake Tahoe will benefit the greatest from this project?  
Squaw Valley, Tahoe City, and the West Shore visitors will receive the primary benefit. However, the entire region will benefit by continually maintaining a high quality trail system that connects multiple bed bases and economic centers. Please review Appendix D illustrating the Placer County bed bases and businesses that benefit the most.
2. What region-wide tourism benefits will be created?  
This project will create a quality recreation and/or a transportation option for those wishing to travel between the bed bases of Tahoe City, Squaw Valley, and the West Shore without the use of motorized transportation. Utilization of the Truckee River Trail for transportation should increase dollars spent in multiple economic centers. The trail system also plays a significant role in the Lake Tahoe Ironman Triathlon and other regional special events.
3. Will local resources be used to create, design, construct this project?  
Yes, Auerbach Engineering Corporation has already provided the technical design memorandum and initial cost estimates. The actual construction project will go out to bid and per California law we must select the lowest competitive bid regardless of their geographic location.
4. What types of businesses will receive the greatest economic impact?  
Lodging properties will be among the businesses that receive the greatest benefit. The bike trail is consistently ranked among the top reasons for choosing the North Tahoe/West Shore as a destination according to annual survey data. Bike rental, retail, and restaurants will also receive significant and positive economic impact. See Appendix D  
Are they supportive of this project? Yes
5. Will the project require the addition of governmental service? No  
If yes, describe  
How will these costs be funded?
6. Document the community support for the project  
Trail surveys are conducted every year and results are overwhelmingly in support of the trail, improvement of the trail, and further expansion of the trail system. Please see Exhibit E illustrating trail importance and supporting comments from 2014 trail surveys.

## NORTH LAKE TAHOE TOURISM MASTER PLAN

Describe how the project meets the goals of the Tourism Master Plan and criteria of this application (Strategic Goals, Core Project Groupings, and Project Funding Strategy Guidelines)

The Truckee River Trail Pavement Rehabilitation project will contribute to and improve upon the strategic goal of having a completed trail system connecting the North Lake Tahoe region. Furthermore, the trail project promotes non-motorized transportation and will contribute to the "Green" brand concept. The core project grouping includes "Trail Systems" of which the Truckee River Trail is a specific part. Additionally, the Truckee River Trail Project addresses the core projects; transportation infrastructure, recreation amenities, and services to reduce traffic congestion.

Using Project Funding Strategy Guidelines, what is your project's score and how was it determined?

**Total Project Score: 110**

### Score Explanation

Truckee River Trail Pavement Rehabilitation:

- Supports NLTRA key core function areas – **30 points** (The Truckee River Trail facilitates human powered activity, biking is the most popular activity, but many use the trail for running, roller skating/blading, walking with and without strollers, etc. It also facilitates other human powered recreation such as fishing, rafting, swimming, and picnicking by providing access to the river. Secondly, the bike trail system in general is part of the regional transportation vision and the Truckee River Trail is a key connector in Placer County. Third, the Truckee River Trail supports the tourism economy as called for in community plans, especially for the Squaw Valley, Tahoe City, and West Shore area bed bases )
- Is within highest priority work plan grouping – **30 points** (The Truckee River Trail strongly reflects 3 of the 4 highest priority work plan projects; Trails (highest), recreation amenities, and transportation services)
- Supports other work plan project groupings – **15 points** (The Truckee River Trail is utilized for multiple events including; Ironman Lake Tahoe, Skate the Lake, and America's Most Beautiful Bike Ride. The trail also supports the transportation infrastructure as well as parks due to it connecting multiple parks.)
- Supports environmental improvement – **10 points** (Reconstruction of the trail, specifically erosion/drainage issues will result in reduced sediment loading in the Truckee River, increased water quality and the reduction of negative effects on wildlife and fish habitat. The trail, and thereby use of the trail, supports environmental improvement by promoting and facilitating non-motorized transportation)
- Project has matching funding – **10 points** (TCPUD is committed to 15% matching funds for this project)
- Project has all other funding sources in place – **15 points**

**Note:** The Truckee River Trail Reconstruction and Renewal project will affect multiple geographic areas, specifically Squaw Valley, Tahoe City, and the West shore.

**OTHER**

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

The TCPUD recognizes the significant value the bike trail system provides and continues to be the agency providing maintenance for 23 miles of trails in North Tahoe, including the 5 miles of the Truckee River Trail that runs from 64 Acres in Tahoe City to the corner of Squaw Valley Rd. and Highway 89. Currently the TCPUD subsidizes more than \$46,000 per year above and beyond state provided operation funding to maintain the Truckee River Trail.

Creation and maintenance of the trail system strongly supports many of the 5 year strategic goals of the NLTRA. For example, the Truckee River Trail Pavement Rehabilitation Project supports; being a designated bicycle friendly community, linking visitor destinations, recreation and lodging products, projects that are consistent with environmental stewardship, and the core function areas.

The Truckee River Trail is overwhelmingly used by visitors, and surveys show the majority of respondents feel the trail greatly impacts their enjoyment and choice of North Lake Tahoe as their destination.

The Truckee River Trail is supported by the TCPUD in the form of maintenance of the asset. Although funds spent maintaining the facility are not directly related to rehabilitation, TCPUD does significantly contribute to the maintenance and quality of the trail.

**APPENDIX A – Trail Damage Exhibits**  
Transverse Cracking



Previously Repaired Transverse Cracking



The transverse cracks are a safety hazard to all users of the trail including pedestrians, cyclists (especially children), and skaters. If left without corrective action the cracks will worsen leaving larger gaps, a more significant safety hazard, and further degradation of the trail's surface and integrity



**APPENDIX A Cont.**  
Root and Vegetation Damage



Previously Repaired Root damage



Root and vegetation damage will continue to worsen if not corrected. This damage will create or worsen bulges, cracks, and further deterioration of the trail. Again these bulges and cracks are a safety hazard in addition to weakening the overall trail structure.

**APPENDIX A Cont.**  
Shoulder Failure



Transverse Cracking Compounded by Access Structure



**APPENDIX A Cont.**  
Drainage/Erosion Problem



Shoulder, drainage/erosion issues will worsen over time and eventually create trail failures whereas sections of trail will essentially fall off the sides of the trail. The result will be large sections of trail missing and significant hazard replacing

## APPENDIX B – Technical Design Memorandum

*Note: A Final Technical Design Memorandum to be supplied by Engineering Contractor*

TRUCKEE RIVER TRAIL  
RECONSTRUCTION AND RENEWAL PROJECT  
TECHNICAL DESIGN MEMORANDUM

DRAFT REPORT  
SEPTEMBER 11, 2014

AUERBACH ENGINEERING  
CORPORATION



**Technical Design Memorandum - DRAFT**  
**Truckee River Trail Reconstruction and Renewal Project**

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## **Appendix**

Truckee River Bike Trail – Trail Log  
 Construction Details  
 Biological Survey of Project Area  
 Cultural Report

**General**

The existing Truckee River Bike Trail is owned and operated by the Tahoe City Public Utility District (TCPUD) and is approximately 5.1 miles in length between Tahoe City and the intersection with Squaw Valley Road. The trail parallels the river and is located within Caltrans right-of-way for the majority of its length. North of Alpine Meadows Road the trail diverges from Highway 89 and meanders in and out of USFS property.

Primarily as a result of age, wear, and natural weathering, the asphalt trail surface is in need of rehabilitation. The TCPUD proposes to refurbish the Truckee River Trail along its entire length. Per the scope of work under Project No. 22.24B, this memorandum includes:

1. A review of background information.
2. A summary of the existing conditions of the Truckee River Trail.
3. A discussion of the project objectives.
4. A discussion of alternative treatments.
5. A discussion of regulatory impacts.
6. A recommendation for future improvements.

**Background Review**

A number of information sources were collected and are listed below. This is not an all-inclusive list but represents the majority of the background information initially reviewed.

- Midway Trail Slope Failure Project, prepared by Auerbach Engineering Corp., dated February 20, 2008.
- Memorandum from Roger Adamson, RE: Truckee River Bike Trail Maintenance, dated June 12, 2013.
- Existing base maps from Caltrans for the Highway 89 Water Quality project.

**Existing Conditions**

The Truckee River Trail was constructed in phases. Construction began in 1978 in Tahoe City and progressed north to Squaw Valley Road. The trail was completed in 1998. Since the trail was constructed in phases over a 20-year period, the condition of the trail varies along its length and generally improves as it approaches Squaw Valley Road. The trail is heavily used by bikers, walkers, skateboarders, and roller-bladers during the summer months and is snow covered throughout most of the winter. The trail surface is generally smooth enough for modes of transportation with small diameter wheels, although the increasing number of transverse and longitudinal cracks and root damage is becoming a potential safety hazard. Generally, the trail follows the old railroad and sewer alignment.

The trail is approximately 8.5 feet in width, and is composed of two layers of asphalt totaling approximately four (4) inches. It is unclear if the trail was previously overlaid or constructed in multiple lifts. There is an undetermined depth of aggregate base beneath the lower level of asphalt which has the general appearance of red volcanic cinders. Cinders were still in common use when the older portions of the trail were constructed.

On May 30, 2013, Nathan Chorey of AEC and Marv Davis of Marvin E. Davis & Associates, Inc, walked the entire length of the Truckee River Bike trail to gain a better understanding of the trail's condition and discuss potential solutions to prolong the life of the trail. We observed four issues with the asphalt that reoccur throughout the length of the trail.

1. Transverse cracking.
2. Vegetation/root damage.
3. Shoulder erosion resulting in edge-longitudinal cracking.
4. Localized poor drainage (springs and culvert discharge)

Widespread distortions and alligator cracking associated with poor subgrade were not observed. Poor subgrade may exist but is not negatively affecting the trail which is undoubtedly due in large part to the fact the trail does not receive heavy or high volume vehicular traffic. In isolated areas where regular vehicular travel occurs on the trail, alligator cracking was more pronounced. These areas are limited to driveway/parking lot crossings and where the trail parallels the Caltrans' construction yard entrance. Frequent transverse cracking was observed throughout the length of the trail and is the most prevalent type of surface problem. Generally, this type of cracking is the result of asphaltic concrete shrinkage with age and seasonal thermal exposure/contraction. Longitudinal cracking was observed less frequently, but was pronounced in areas with inadequate shoulder support. Additional damage to the pavement from vegetation and roots was occasionally present where adjacent pine trees, alder, and willow clumps exist.

### *Transverse Cracking*

Numerous transverse cracks are present along the trail and almost all of them have received some level of treatment. Crack treatments appear to have been performed in three distinct ways.

1. Crack seal applied to the surface of the crack.
2. The crack was removed by saw cutting on each side, removing the pavement, and placing hot mix AC pavement.
3. Crack filled with what appears to be cold mix and crack seal applied to the surface

The long term performance of each treatment is unknown as a maintenance log is not available. Based on field observation, the crack seal applied to the surface seemed to hold up well on cracks less than one-quarter inch in width. On wider cracks the seal settles within the crack to create a local depression and eventually the sealant cracks and separates. Where the pavement was saw cut to remove the transverse crack entirely, shrinkage of the new asphalt occurred and two separate cracks have appeared. It is thought that inadequate asphalt compaction during construction may have caused, at least in part, the separation of the new and old asphalt. Cracks filled with cold mix and crack sealed on the surface seemed to perform the best and no new cracks were evident where this treatment was present.

### *Vegetation/Root Damage*

The most significant damage to the pavement that was observed, excluding transverse cracking, were bulges and cracks associated with roots from adjacent pine and fir trees, alders, and willow clumps. Willow clumps were observed growing directly through asphalt. Previous efforts to control the vegetation and root damage are apparent along the trail. Treatments appeared to include asphalt removal and replacement and application of herbicide. These treatment methods may have slowed the damage caused by the vegetation and roots but were unsuccessful in stopping future damage.

### *Shoulder Erosion*

In numerous locations along the trail shoulder erosion is causing longitudinal edge cracking. Trail users accessing the river, Caltrans drainage facilities discharging onto the trail without adequate conveyance systems in place, and joggers preferring to run on the shoulder instead of the trail are contributing to the problem. Along large stretches of trail the shoulder is not supporting the asphalt. If this issue is not addressed, longitudinal cracking will become more widespread.

### *Poor Drainage*

Highway 89 is immediately adjacent to the Truckee River trail for the majority of the distance between Tahoe City and Squaw Valley. When Caltrans completed drainage improvements on Hwy 89 in 2010, it appears no consideration was given to what impact their drainage facilities would have on the trail. In several locations, 18-inch and 24-inch culverts discharge onto the slope above the trail without adequate means for the runoff to be conveyed any further. In some locations there are existing smaller or partially blocked culverts under the trail and in other locations the runoff is forced to travel over the trail. The erosion downstream of these culverts varies at each location and will damage the trail further if action is not taken. In a few isolated locations, standing water was observed on the uphill side of the trail. This water is saturating the subgrade which may lead to future problems if drainage is not improved.

### **Project Objectives**

Auerbach Engineering Corporation (AEC) and TCPUD staff developed Project Objectives early in the design process. The project objectives, against which the benefits of the proposed improvements are measured, are listed below in order of importance.

Regulatory Permitting – The proposed improvements will require permits from regulatory agencies to be constructed. The procedures to obtain the required permits can be lengthy and expensive. It is TCPUD's preference to construct the improvements with the most direct permitting process.

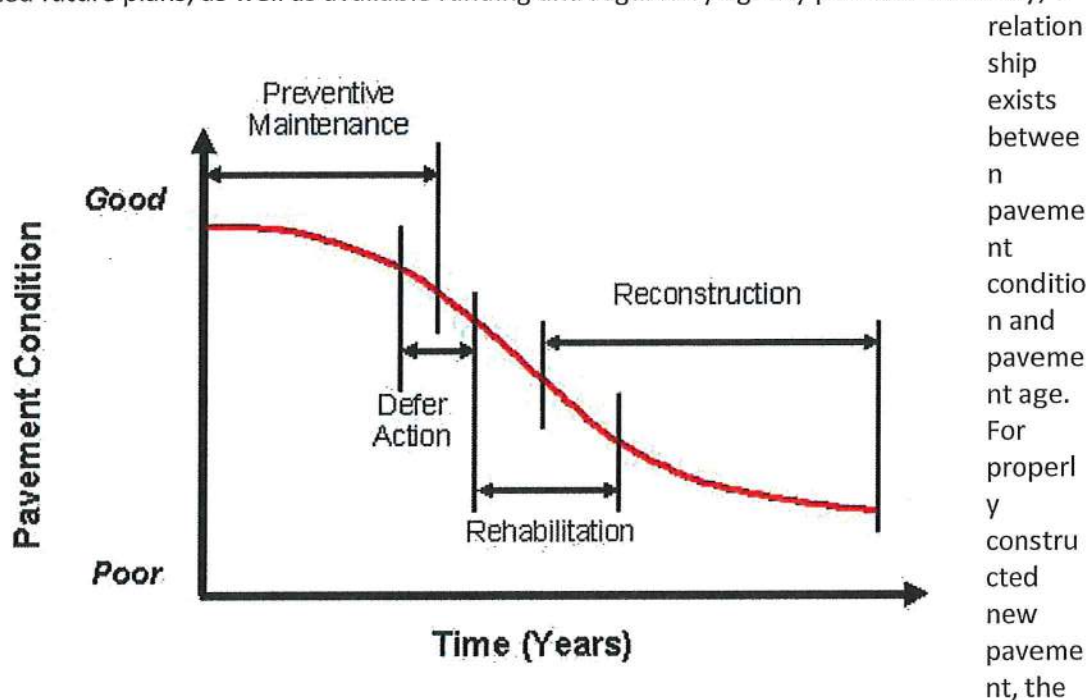
Facility Operation – Increasing functionality of the trail would improve user experience. Preference will be given to the improvements with the greatest increase in functionality.

**Maintenance** – Maintenance of a facility can take time and money away from other TCPUD responsibilities. TCPUD will give preference to the alternative with the lowest overall maintenance requirements.

**Cost** – The cost of the proposed improvements are important to consider as these funds could be spent elsewhere in the TCPUD's budget to address other needs. It is TCPUD's preference to construct the least expensive alternative that adequately addresses the projects objectives.

### Proposed Improvements

There are many factors that should be considered when selecting the appropriate approach to asphalt pavement rehabilitation. These include pavement age, condition, traffic levels, expected future plans, as well as available funding and regulatory agency policies. Generally, a



only treatments that are required are preventive maintenance (maintenance performed to delay the onset of distress). Then, as the pavement ages, it may become a candidate for routine maintenance (crack sealing or chip sealing), rehabilitation and eventually reconstruction.



Figure 1. Treatment strategy based on pavement condition. (Caltrans TAG)

We believe the Truckee River Bike Trail is in the rehabilitation phase of its life cycle and appropriate rehabilitation measures need to be implemented to help control pavement degradation and extend its life before reconstruction is required.

Since a majority of the trail is within Caltrans' right-of-way, their Standard Specifications were referenced during development of the rehabilitation treatments. Caltrans has also prepared the Maintenance Technical Advisory Guide Volume I – Flexible Pavement Preservation, Second Edition (Caltrans TAG) which outlines treatments successfully used in pavement rehabilitation projects. This guide was utilized to develop the proposed treatments described below.

### *Transverse Crack Treatment*

Most of the cracks observed were transverse thermal cracks and should be assumed to be working or active cracks. For cracks of 1/4 to 1-1/4 inch in width, crack and joint sealing should be accomplished in accordance with the procedure detailed below. Specifically, this requires:

1. Routing and cleaning of the cracks,
  2. Removal of vegetation and sterilization,
  3. Preheating the crack walls and
  4. The application of approved sealants meeting the requirements of ASTM D 6690 type II.
- Approved sealants should be a Caltrans Type 5 elastomeric product.

It is recommended that the sealing depth be at least one inch regardless of the crack width. Since most cracks are expected to be full depth of pavement, cleaning to full depth and filling with sand or oil-sand will be required. All filled cracks should be finished to provide a flush fill and an overband of sealer. Sanding may be required to prevent rutting or pickup of the filler. Crack filling work should be performed in the spring or fall when the temperatures are cool.

Wider cracks, generally wider than 1-1/4 inch, should be thoroughly cleaned of loose material, saw cut or routed to remove deteriorating edges and filled with a rubber asphalt aggregate mixtures preferably with some rejuvenating agents. These should be filled flush, thoroughly compacted, and sealed with a banding material.

### *Longitudinal Crack Treatment*

Longitudinal cracking was observed primarily along the edges of the trail. Where this occurs, the treatment should include shoulder restoration as well. For longitudinal cracks in areas where the shoulder backing is in place or can be replaced easily, it is recommended to improve

the shoulder backing as described in the Shoulder Reconstruction Section and then reseal the cracks as described above.

Where the cracking is continuous and extensive it is recommended that the damaged asphalt be saw-cut and removed (the saw-cut should be located at least 6 inches beyond the edge of cracking). After pavement removal, the aggregate base should be recompact and the base extended at least 12 inches beyond the edge of the proposed pavement, the exposed edges of pavement and the base should be primed, the strip repaved with approved hot mix asphaltic concrete, and properly compacted. After compaction, the shoulder backing should be regraded and compacted for at least 18 inches away from the edge of the replaced pavement.

### *Alligator Cracking*

Alligator cracking along the trail was primarily observed in areas subject to vehicular traffic. These areas include driveways, bridge crossings, and parking areas. These areas should be reconstructed in accordance with the AC Patching/Replacement recommendations described below.

One particular area of concern is where the trail parallels Caltrans' driveway to their construction yard. To increase user safety and protect the trail surface upon reconstruction, it is recommended the trail be relocated slightly to provide a landscape island between Caltrans' driveway and the trail. This proposed improvement should be included in the SR 89/Fanny Bridge Community Revitalization Project as this project will likely impact this section of the bike trail and may even realign Caltrans' driveway.

### *AC Patching/Replacement*

Where AC patching and replacement is needed to replace section of the trail with substantial cracking or vegetation damage it shall be performed in accordance with the Caltrans TAG, Chapter 5, Patching and Edge Repair.

Specific elements that apply to our recommendations on the trail project are to:

1. Saw-cut and remove the damaged asphalt and affected base/sub base layers. Removal limits shall encompass all of the damaged zones and end on strong undamaged base.
2. Recompact the subgrade within the AC patching limits.
3. Add and compact new aggregate base material.
4. Apply a tack seal of emulsified asphalt on the edge of existing pavement.
5. Place and compact new asphalt.
6. Provide a crack sealant at the edge of the asphalt patch.

### *Vegetation Control*

Caltrans has developed an extensive vegetation control policy. The recommendations presented below are intended to be substantially concurrent with the Caltrans policy.

It is recommended that areas of surface disturbance and cracking as a result of adjacent vegetation be reconstructed. As part of the reconstruction, the roots shall be removed and the ground sterilized with an approved herbicide. Careful use of herbicides is critical to control invasive alders and willows without causing excessive damage to adjacent vegetation. Additionally, it is recommended the affected base layer and subgrade is over-excavated 12-inches and replaced with  $\frac{3}{4}$ -inch drain rock wrapped in a filter fabric and the trail is lined with a 24-inch root barrier to prevent future damage. The drain rock can either replace the existing aggregate base or be covered by a four inch layer of aggregate base over which the full section of asphalt paving should be replaced as described in the AC Patching section. In areas where large tree roots are present, the following steps are recommended.

1. Saw-cut and remove the existing pavement.
2. Carefully excavate to fully expose the tree root.
3. Cleanly cut and seal the tree root.
4. Fill the void with compacted aggregate base or drain rock.

If the tree root is greater than 4-inches in diameter consultation with an arborist is suggested. An herbicide should not be used around trees that are to remain. The repair should be repaved with hot mix asphalt in accordance with the AC Patching/Replacement Section.

### *Shoulder Reconstruction*

In locations where the aggregate base shoulder is greater than one inch lower than the trail surface and the hillside can adequately support the AB shoulder, the shoulder should be brought up level with the trail surface. The treatment shall include removal of native soil to a depth of six inches, preparing and compacting subgrade and filling with compacted aggregate base sloped appropriately to tie into the adjacent improvements.

In locations where this is not possible because the slopes are already sloughing away, the shoulder shall be stabilized with rock slope protection or geo-cell/cellular confinement products. The nature of erosion and impact by trail users will dictate which treatment is utilized in specific locations.

### *Drainage Improvements*

Existing culverts along the Truckee River Bike Trail are in need of maintenance, repair, and even replacement. All of the culverts along the trail shall be cleaned out and their entrance and exit stabilized with riprap. In locations where culverts from Hwy 89 discharge directly above an existing culvert, a rock lined swale shall be added to stabilize the hillside and limit trail overtopping. In locations where the existing culvert is grossly undersized or freeze thaw action has lifted the culvert and damaged the trail, culvert replacement is recommended.

### *Universal Surface Treatment*

Following spot treatment of the identified problem areas, an application of a universal surface treatment is recommended. The universal surface treatment will improve the functional characteristics of the existing pavement and prolong the pavements functional life. *There are several levels of treatment that should be considered, each with different costs and expected performance.*

*All of the surface treatments should only be applied after patching, crack filling and other localized repairs are complete and after the surface has been cleaned of markings, debris, and excess oil.*

*The first treatment type is a rejuvenator seal coat. This will aid in restoring elasticity to the oxidized and brittle asphalt. It can be used as an interim treatment to improve service life for about three years or as a preapplication for a thin overlay. As an overlay pretreatment, it should improve bonding, reduce the tendency for delamination, and refresh the surface of the existing pavement. Typical products include RejuvaSeal.*

*The second and longer lasting treatment is a slurry seal or micro-surfacing. Both surfacing methods will improve waterproofing characteristics, reduce surface raveling, fill hairline cracks, and seal the existing pavement. If a slurry seal is used it should be a Type 2 slurry seal with the application modified to include rolling to seat the aggregate particles and help smooth the finish surface.*

*Alternatively, a micro-surfacing treatment can be applied. This treatment includes a polymer that makes the surface more durable. The cost is about 30% to 50% more expensive than a*



*slurry seal but the service life is at least that much longer. Where snow removal may occur, the micro-surfacing is definitely preferred.*

*The application of a slurry seal or micro-surface should be performed about two months after patching and sealing has been completed to allow for the initial treatments to cure.*

*An alternative universal surface treatment is a thin hot mix asphalt (HMA) overlay. Thin overlays are regularly used as a maintenance treatment, either corrective or protective, and are generally 1.2 inches to 2 inches thick. Thin overlays will not correct significant pavement structural problems but will correct minor surface irregularities, improve surface drainage by raising the grade, and increase overall pavement thickness. The service life of the overlay is expected to be more than 10 years.*

*The principal failure modes of thin overlays are delamination, raveling and cracking due to poor compaction. Thin layers cool faster than thick layers reducing the time available for proper compaction. Thus, if a thin overlay is not compacted properly, it will tend to be less cohesive and ravel or delaminate. This performance can be improved by selecting a thicker overlay (2") Additional requirements of a thin asphalt overlay include extra aggregate shoulder backing to support the edge of pavement, and adjusting the frame and cover of all the manholes located within the trail. For the best long term performance of the options above the use of a 2" thick dense graded HMA is recommended.*

#### **Regulatory Impacts**

##### ***U.S Army Corps of Engineers***

The Study Area contains waters of the U.S. (WOUS), which fall under the jurisdiction of the U.S. Army Corps of Engineers. Should the proposed project alter any of these jurisdictional features, a permit will be required pursuant to the Clean Water Act Section 404. If there are impacts to WOUS, it is assumed that the total amount of impacts would be less than 0.5 acre, and application would be made for a Nationwide Permit (NWP). If a NWP is required, a wetland delineation will need to be conducted for whatever portion(s) of the project is impacting WOUS.

There are one or more culverts that the project biologist has delineated as WOUS, which can be avoided to eliminate any project-related impacts on WOUS.

##### ***California Regional Water Quality Control Board, Lahontan Region (Lahontan)***

Lahontan has prohibitions associated with disturbance within the 100-year floodplain of the Truckee River. These prohibitions are slightly different in the area between the Lake Tahoe Dam and the confluence of Bear Creek, and downstream of Bear Creek. The prohibition reads as follows: *"The discharge, or threatened discharge, attributable to human activities, of solid or liquid waste materials, including soil, silt, clay, sand and other organic and earthen materials to lands within the 100-year floodplain of the Truckee River or any tributary to the Truckee River is Prohibited."*

Exemptions to this prohibition are possible for certain types of projects, including replacement of existing structures, and for outdoor public recreation projects, given certain findings.



The project will involve disturbance of about 0.5 acres of ground within the 100-year floodplain of the Truckee River. All of this ground is previously disturbed, either from construction of the TTSA sewer interceptor or construction and operation of the bike trail. Total project disturbance is slightly more than one acre when the area outside of the 100-year floodplain is included.

Exemption criteria must be submitted to Lahontan along with a summary of the projects' water quality protection and BMP measures to be incorporated. This would be done with a Notice of Intent prepared and submitted under the Construction General Permit Board Order 2009-0009 DWQ.

The Study Area also contains Waters of the State, which are often aligned with waters of the U.S., and we assume their boundaries will be the same. If waters of the State are impacted, Lahontan would issue a Water Quality Certification pursuant to Section 401 of the Clean Water Act, if its conditions are met and the project qualifies for an exemption to the Basin Plan prohibitions. As described above, existing waters of the State and WOUS will be entirely avoided in the project.

#### *California Department of Fish and Wildlife*

Impacts below the top of bank and within riparian areas (the stream zone) are subject to a Streambed Alteration Agreement (Section 1602) from the California Department of Fish and Wildlife (CDFW). This will be required for grading activities associated with the proposed project.

#### *Tahoe Regional Planning Agency (TRPA)*

TCPUD has a memorandum of understanding (MOU) with TRPA and it is believed the majority of the proposed improvements would be covered under this agreement. Per Attachment B Line No. 2, "Structural maintenance, repair and replacement of existing facilities, provided no new land coverage is created and any relocated land coverage and/or disturbance is limited to 120 square feet in low capability land and 500 square feet in high capability land," is Exempt.

Realigning the trail where it is directly adjacent to the Caltrans' driveway will most likely require disturbance in excess of what is covered under the MOU and would require a specific permit from TRPA. This work should be constructed with the SR 89/Fanny Bridge Community Revitalization Project and be included in the Project's permit.

Early in the final design process AEC will consult with TRPA to confirm which specific permit the proposed project will require.

#### *California Department of Transportation*

TCPUD has a blanket encroachment permit with Caltrans. We anticipate this permit to cover the work proposed as part of this Project. During final design, AEC will consult with Caltrans Permits to confirm no additional permits will be required.

Realigning the trail where it is directly adjacent to the Caltrans' driveway will most likely require a separate encroachment permit from Caltrans. This work should be constructed with the SR 89/Fanny Bridge Community Revitalization Project and be included in the Project's permit.

### Rehabilitation Costs

The trail log developed for the Truckee River Trail between Tahoe City and Squaw Valley Road is included in the Appendix. Based on this initial trail survey a preliminary cost estimate has been prepared for the entire project. Should funds not be available for the entire project, the Project can be easily scaled to focus on the more severe or potentially hazardous issues.

Tahoe City Public Utility District Truckee River Trail Reconstruction and Renewal Project Estimate of Costs					
Prepared on:					9/11/2014
Bid Item	Description	Quantity	Unit	Unit Price	Total
1	Mobilization/Demobilization	1	LS	\$ 28,000	\$ 28,000
2	Temporary Erosion Control / Tree Protection	1	LS	\$ 16,400	\$ 16,400
3	Trail Reconstruction	14,070	SF	\$ 8.00	\$ 112,560
4	Crack Seal < 1/4-inch	3,147	LF	\$ 1.00	\$ 3,147
5	Crack Seal 1/4 < 1-1/4 inch	3,092	LF	\$ 3.00	\$ 9,275
6	Crack Seal ≥ 1-1/4 inch	587	LF	\$ 4.00	\$ 2,346
7	Herbicide Treatment	1,097	SY	\$ 2.50	\$ 2,743
8	Drain rock	371	CY	\$ 100	\$ 37,050
9	Vegetation Barrier	2,488	LF	\$ 15	\$ 37,320
10	AB Shoulder Reconstruction	25,708	SF	\$ 1.25	\$ 32,135
11	Geocell Shoulder Reconstruction	3,006	SF	\$ 20	\$ 60,120
12	Rip Rap Slope Stabilization	2,464	SF	\$ 15	\$ 36,960
13	12" HDPE Culvert	45	LF	\$ 100	\$ 4,500
14	12" FES	6	EA	\$ 750	\$ 4,500
15	Asphalt Rejuvenator	225,000	SF	\$ 0.10	\$ 22,500
16	Mircosurfacing	225,000	SF	\$ 0.75	\$ 168,750
17	Striping	26,391	LF	\$ 0.50	\$ 13,196
Total					\$ 591,501
Contingency (20%)					\$ 118,300
Total					\$ 709,801
Add Alternative #1 - Asphalt Overlay (in lieu of Mircosurfacing)					
Bid Item	Description	Quantity	Unit	Unit Price	Total
18	AB Shoulder	489	CY	\$ 40	\$ 19,549
19	Adjust Frame and Cover	9	EA	\$ 1,500	\$ 13,500
20	2" Asphalt Overlay	210,930	SF	\$ 3.25	\$ 685,523
Total					\$ 1,141,322
Contingency (20%)					\$ 228,264
Total					\$ 1,369,586

Table 1. Preliminary Cost Estimate

For comparison we prepared a preliminary cost estimate for full trail reconstruction. Cost associated with slope stabilization and drainage improvements have remained as this work would still be required to complete the Project.

Tahoe City Public Utility District					
Truckee River Trail Rehabilitation - Reconstruction Alternative					
Estimate of Costs					
				Prepared on:	9/11/2014
Bid Item	Description	Quantity	Unit	Unit Price	Total
1	Mobilization/Demobilization	1	LS	\$ 96,000	\$ 96,000
2	Temporary Erosion Control / Tree Protection	1	LS	\$ 56,000	\$ 56,000
3	Grind Existing Asphalt	225,000	SF	\$ 2.00	\$ 450,000
4	3" AC on 6" AB	225,000	SF	\$ 5	\$ 1,125,000
5	Drain rock	371	CY	\$ 100	\$ 37,050
6	Vegetation Barrier	2,488	LF	\$ 15	\$ 37,320
7	AB Shoulder Reconstruction	25,708	SF	\$ 1.25	\$ 32,135
8	AB Shoulder	53,000	SF	\$ 1.25	\$ 66,250
9	Geocell Shoulder Reconstruction	3,006	SF	\$ 20	\$ 60,120
10	Rip Rap Slope Stabilization	2,464	SF	\$ 15	\$ 36,960
11	12" HDPE Culvert	45	LF	\$ 100	\$ 4,500
12	12" FES	6	EA	\$ 750	\$ 4,500
13	Striping	26,391	LF	\$ 0.50	\$ 13,196
				Total	\$ 2,019,031
				Contingency (20%)	\$ 403,806
				Total	\$ 2,422,837

Table 2. Preliminary Cost Estimate for trail reconstruction.

Trail reconstruction is anticipated to cost approximately one million dollars more than a 2-inch overlay. While a completely reconstructed trail has a design life of approximately 20-30 years with routine maintenance compared to; 16 years for a 2" overlay, and 4-6 years for micro-surfacing, the most value is in a 2" overlay. Assuming a design life of 25 years for reconstruction, 16 years a 2-inch overlay, and 5 years for micro-surfacing; reconstruction would cost \$96,913 per year of anticipated design life, 2-inch overlay would cost \$85,599, and micro-surfacing would cost \$118,300. As such, we recommend the trail receive a 2-inch overlay treatment at this time.

### Summary

The Truckee River Bike Trail is a heavily used recreation amenity in need of improvement. Our review of the trail has determined that 2-inch overlay is the appropriate treatment at this stage of the trail's life. Through the application of treatments defined above, the life of the trail will be extended with the smallest impact to trail users and the lowest lifecycle cost to the TCPUD. All proposed improvements are in accordance with Caltrans Standard Specifications.

## Appendix



## APPENDIX C – Implementation Schedule and Budget Estimate

Project Implementation Schedule	
Date	Action
May, 2015	Design and Permitting
July, 2015	Grant Contracted
August, 2015	Bid Project
September - December 2015	Construction
March - May 2016	Construction
September - December 2016	Complete Project

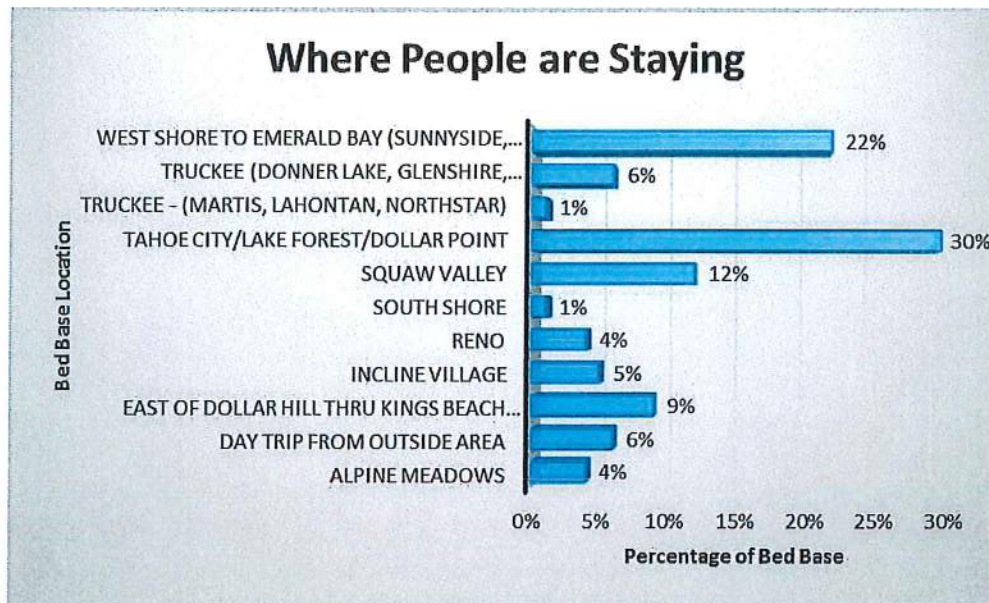
Revised @  
 Sept. - Nov. 2016  
 March-May 2017  
 Sept-Dec. 2017

Note: Detailed construction budget included in Technical Design Memorandum (Appendix B)

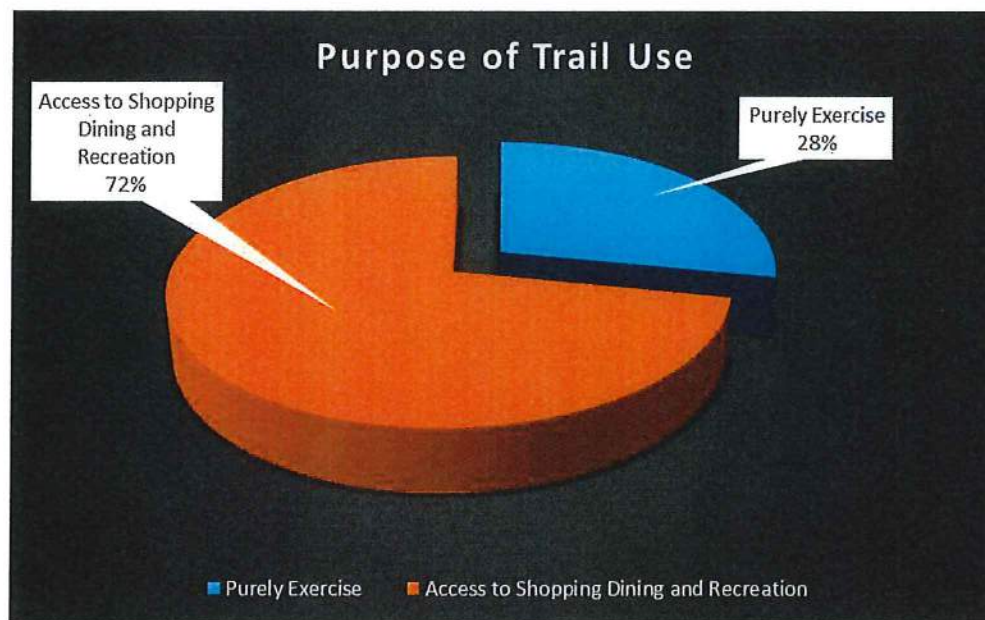
Truckee River Trailly Pavement Rehabilitation					
TCPUD P/N 8671					
Design and Construction Budget Estimate					
Base Project + Additive Alternative #2 - 2" Overlay (No Rejuvenator or Slurry Seal)					
July 6, 2014					
Design Phase					
Consultant Services			\$	95,873	7.0%
Design Contract -- Auerbach Engineering - 3/15/2013		\$	83,368		
Design Contract Contingency	15%	\$	12,505		
TCPUD Design Administration			\$	41,088	3.0%
TCPUD Payroll	3.0%	\$	41,088		
Other Design Phase Costs			\$	20,544	1.5%
Permit, Legal, Other Misc.	1.5%	\$	20,544		
Total Design Phase Budget		\$	157,505	11.5%	
Construction Phase					
Total Construction Contract Value			\$	1,369,586	100.0%
Construction Cost (Estimated from AEC TDM 2/6/2014)		\$	1,109,235		Increased overlay unit cost from \$2/SF to \$3.25/SF
Construction Contingency	20%	\$	221,847		
Construction Administration and Management			\$	205,438	15.0%
Construction Admin, Testing, and Inspection					
Grant Administration	15%	\$	205,438		
TCPUD Payroll					
Other Construction Expenses			\$	41,088	3.0%
Permits, Legal, Other Misc.					
Mitigation Measures	3%	\$	41,088		
Property & Easement Acquisitions					
Total Construction Phase Budget		\$	1,616,111		
TOTAL BUDGET		\$	1,773,616		
Outside Funding					
Source		\$	-		
Source		\$	-		
Source		\$	-		
Source		\$	-		
Remaining from District Capital		\$	1,773,616		

## APPENDIX D – Trail Users Bed Base Choice and Utilization

Users of the Truckee River Trail Predominately stay in the Placer County Bed Base

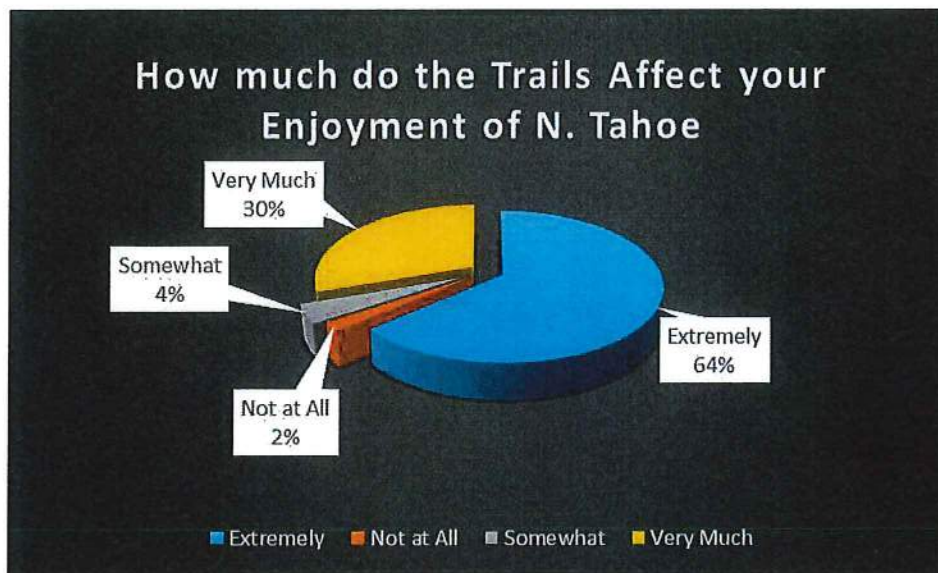


72% of Trail use is Specifically for Shopping/Dining and Access to Recreation and Activities



## APPENDIX E – Trail Support

Over 90% of survey responses show that the Truckee River Trail and the N. Tahoe Trail system affects their Enjoyment of the area Very Much or Extremely



### Sample Comments received on 2014 Trail Surveys

*"Trails have always been one of the main attractions for family visits to Tahoe City area"*

*"It is one of Tahoe's BEST assets"*

*"This is a fantastic trail. Lots of access points and port a pottys. Great for kids too"*

*"The trail does a wonderful job letting people enjoy the river with smallest impact"*

*"Awesome trail. Thank you for maintaining and building this." From Portland, OR*

*"Repave and widen the trail. It's beautiful and should be expanded to accommodate more folks." NYC*

*" Well loved, well used trail, needs surface fixing"*

*"Makes Tahoe a great experience"*

*"Love your trails! Please expand, repair surface we spend lots of \$\$\$"*



Ron Treabess

---

**Subject:** FW: TCPUD Truckee River Trail Funding Request

**From:** Kurt Althof [<mailto:kalthof@tcpud.org>]  
**Sent:** Monday, November 03, 2014 7:59 AM  
**To:** Ron Treabess; Cindy Gustafson  
**Cc:** Bob Bolton; Matt Homolka; Phil GilanFarr; dan wilkins  
**Subject:** RE: TCPUD Truckee River Trail Funding Request  
 Thank you Ron, Phil and the rest of the committee.  
 We truly appreciate your support.

**Kurt Althof**  
**Grants & Community Information Administrator**  
 Tahoe City Public Utility District  
 530.580.6057 Direct  
[www.tahoecitypud.com](http://www.tahoecitypud.com)



The Mission of the TCPUD is to serve the people, our community, and its environment.  
 It is our responsibility to provide safe and reliable water service, sewer service for the protection  
 of public health, and parks and recreation services to enhance quality of life.

**From:** Ron Treabess [<mailto:ron@gotahoenorth.com>]  
**Sent:** Monday, November 03, 2014 6:24 AM  
**To:** Kurt Althof; Cindy Gustafson  
**Cc:** Bob Bolton; Matt Homolka; Phil GilanFarr; dan wilkins  
**Subject:** TCPUD Truckee River Trail Funding Request

Hi all,  
 Thanks for your participation in the initial TOT project funding request process. As you are aware, the requests far outweighed the available TOT funds for the start of the 2015/16 fiscal year. The Committee actually discussed all applications for TOT appropriateness, funding requirements for the upcoming year, and the ability to extend the length of time over which funds could be provided without threatening the completion of on-going projects. The Committee's recommendations will go before the NLTRA Board for its consideration at the Board's December 3<sup>rd</sup> meeting and then on to Placer County Board of Supervisors final approval, most likely in January.  
 After discussion, the Committee is recommending up to \$1,624,394.25 to Tahoe City Public Utility District for support of the reconstruction and renewal of the Truckee River Trail. If approved, these funds would be available in three annual allocations beginning with \$433,859 in FY 15/16, followed by \$576,413 in FY 16/17, and the remaining \$614,122 allocated in FY 17/18. Realizing there may be some adjustment to the final funding amount approved and recommended by the NLTRA Board, I will include you on the Board agenda distribution list so you can attend the December 3<sup>rd</sup> meeting and comment as you may feel is appropriate. Thank you again and we look forward to final approval of TOT funding for this important Truckee River Trail project.

Ron

**Ron Treabess**  
 Director of Community Partnerships and Planning

**Board Review and Comment Requested**

**Subject:** Placer County Contract Compliance #12.7  
REQUEST FOR CONTRACT WITH SMITH AND JONES

**From:** JT Thompson, Tourism Director

**Considerations to Attachments:**

- -- Smith + Jones is providing a service to fulfill our agreement to host, and manage VisitingLakeTahoe.com.
- -- VisitingLakeTahoe.com is a landing page that consumers that Google search for anything Lake Tahoe are taken to. When they reach the landing page, they choose between North and South.
- -- The NLTMC and LTVA pay according to the amount of clicks we receive to our individual websites. This can, and is turned off when we reach a certain spend with Google ad-words.
- -- The NLTMC historically pays for 45% share of all charges.
- -- Attached is the agreement between Smith + Jones and NLTMC; Budget forecast breakdown for FY 15-16.



**VISITINGLAKETAHOE.COM ONLINE MARKETING AND WEBSITE AGREEMENT**

**Date:** July 1, 2015

**Agency:**           **Smith + Jones Inc.**  
341 Ski Way  
Suite 102  
Incline Village, NV  
89451

**Agency Contact:** Kelly Houston

**Agency Phone:** 775 831-6262

**Agency Fax:** 775 831-9172

**Client:**           North Lake Tahoe Marketing Cooperative  
PO Box 5459  
Tahoe City, CA 96145

**Client Contact:** JT Thompson

**Client Phone:** 530 583-8709

**Client Fax:** 530-581-1686

THIS AGREEMENT is made and entered into this 1st day of July 2015, by and between SMITH + JONES and NORTH LAKE TAHOE MARKETING COOPERATIVE.

**RECITALS**

A. SMITH + JONES is in the business of assisting its clients with raising their visibility on search engines to better promote their businesses as well as increasing traffic to their websites.

B. NORTH LAKE TAHOE MARKETING COOPERATIVE is interested in retaining SMITH + JONES to take advantage of SMITH + JONES' expertise in search marketing.

C. NORTH LAKE TAHOE MARKETING COOPERATIVE and SMITH + JONES wish to enter into this Agreement to set forth the terms and conditions under which SMITH + JONES will be the provider of the aforementioned services.

### AGREEMENT

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained herein and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereby agree as follows:

1. Recitals. The foregoing recitals are adopted by the parties, incorporated herein and made a part of this Agreement.

2. Services to be Performed by SMITH + JONES. SMITH + JONES agrees to provide the following services to NORTH LAKE TAHOE MARKETING COOPERATIVE for the fees described in Section 3. The following services will commence after this Agreement is signed by both parties:

2.1 Design and Maintenance of VisitingLakeTahoe.com

2.11 Technical consulting of refreshed website while in development

2.12 Ensure Google Webmaster Tools is set up and synced with Google Analytics

2.13 Keyword and topical research as needed

2.14 Search Engine Optimization of content

2.2 Online Advertising Management, Optimization and Reporting for the following online advertising channels. Advertising may not be active on all the channels and additional channels will be considered. The mix of online advertising channels will be determined by mutual agreement of SMITH + JONES and NORTH LAKE TAHOE RESORT ASSOCIATION.

2.21 Google AdWords Search

2.22 Bing Ads Search

2.23 Yahoo Ads Search

2.24 Google Analytics integration

2.25 Quarterly reporting

3. Fees for SMITH + JONES' Services.

3.1 SMITH + JONES will charge the following fees for the services described in Section 2:

- 3.11 Website Development and Maintenance Fee – SMITH + JONES agrees to provide the services described in Section 2.1 and 2.2 for a fee not to exceed Five Thousand Dollars (\$5000.00). To be paid as invoiced during fiscal year 2015-2016.
- 3.12 Online Advertising Management and Reporting – SMITH + JONES agrees to provide the search marketing services described in Section 2.2 utilizing an agreed upon annual media budget of \$33,500 to be invoiced monthly per the attached budget upon signature of this Agreement. Payment will due Net 30 days.
- 3.2 Any services in addition to those described in Section 2 shall be approved in advance by both NORTH LAKE TAHOE MARKETING COOPERATIVE and SMITH + JONES and will result in additional charges based on either a fixed amount or SMITH + JONES' normal hourly rates. No additional work shall commence without a signed authorization.
- 3.3 SMITH + JONES reserves the right to add a 1.5% per month service charge to all Invoices over thirty (30) days past due plus any costs of collection incurred including attorneys' fees. SMITH + JONES reserves the right by written notice to NORTH LAKE TAHOE MARKETING COOPERATIVE to suspend services in the event that any invoice remains unpaid after sixty (60) days.
4. Term of the Agreement. The Initial Term of the Agreement is through June 30, 2016. This Agreement will automatically renew in one (1) year increments unless terminated per the conditions set forth in Section 5.0.
5. Termination. After June 30, 2016, this Agreement may be terminated by either party by thirty (30) days written notice. Any fees for services provided through the effective date of the termination will be due within ten (10) days of the effective date of the termination.
6. Technical Contacts. Each party agrees to identify an employee or other representative who will serve as a Technical Contact for each party. The Technical Contacts shall communicate with each other to assure coordination of activities between the parties.
7. Responsibility for Content and Images, Indemnification. NORTH LAKE TAHOE MARKETING COOPERATIVE is solely responsible for the accuracy of content on the Website and used by the search engine marketing program. NORTH LAKE TAHOE

MARKETING COOPERATIVE is solely responsible for gaining the rights of Website images and content from third parties. NORTH LAKE TAHOE MARKETING COOPERATIVE agrees to indemnify and hold SMITH + JONES harmless against any liability for the improper use of any trademarked, copyrighted, or any other materials that have been used without prior permission of the owner.

8. Dispute Resolution. Any dispute arising with respect to this Agreement, its making or validity, its interpretation, or its breach shall be settled by arbitration in Incline Village, NV, pursuant to the then-existing rules of the American Arbitration Association. Such arbitration shall be the sole and exclusive remedy for such disputes except as otherwise provided in this Agreement. Any award rendered shall be final and conclusive upon the parties, and a judgment may be entered in any court having jurisdiction. The substantially prevailing party in such action shall be entitled to recover all costs and fees associated therewith including, without limitation, attorneys' fees.

12. Amendment. No change, modification or addition to this Agreement shall be valid unless in writing and signed by or on behalf of all of the parties to this Agreement.

13. Notices. Notices and all other communications provided for in this Agreement shall be in writing and delivered to:

Kelly Houston  
SMITH + JONES, Inc.  
341 SKI WAY, SUITE 102  
Incline Village, NV 89451

John "JT" Thompson  
North Lake Tahoe Resort Association  
PO Box 5459  
Tahoe City, CA 96145

14. Confidential Information. NORTH LAKE TAHOE MARKETING COOPERATIVE and SMITH + JONES agree that any Confidential Information provided by the other party will be kept confidential and will not be disclosed, either directly or indirectly, to any other person, firm or business entity without the prior written consent of the other party. Confidential Information shall include but not be limited to: the proprietary methods used by SMITH + JONES in providing the services described in Section 2 to NORTH LAKE TAHOE MARKETING COOPERATIVE.

15. Entire Agreement. This Agreement constitutes the entire agreement between the parties and supersedes any and all other oral or written agreements previously made between the parties regarding its subject matter.

16. Controlling Law. In interpreting the terms of this Agreement, the parties agree that the laws of the State of Nevada shall be applicable. All suits permitted to be brought in any court shall be venued in Washoe County, State of Nevada.

17. Severability. If any provisions hereof are deemed to be illegal or unenforceable by a court of competent jurisdiction, the enforceability of effectiveness of the remainder of the Agreement shall not be affected and this Agreement shall be enforceable without reference to the unenforceable provision.

18. Competitive Bidding Process. In participating in this Funding Agreement, we would like to clarify that to the extent Placer County TOT funding is expended by the NORTH LAKE TAHOE MARKETING COOPERATIVE or by a third party under contract/grant from the NORTH LAKE TAHOE MARKETING COOPERATIVE to provide project, program, service and/or support in any amount greater than \$25,000, the NORTH LAKE TAHOE MARKETING COOPERATIVE shall utilize and require any third party to utilize a competitive bidding process or procurement process. Documentation of each required process will be submitted and include method of award determination.

The process is intended to ensure that work is awarded in an impartial manner to the most responsive and best qualified contractor, making certain that the project or program is accomplished in the most cost-effective manner. The applicability of this process includes consecutive or phased projects and programs where services are provided by a single entity that, when totaled, exceed the \$25,000 threshold.

The NORTH LAKE TAHOE MARKETING COOPERATIVE competitive bidding process requires a minimum of two quotes or bids in writing for a project, program, similar product, and/or service. All services and support in an amount greater than \$25,000 shall be accompanied by a scope of work, including milestones for completion, and inserted in all contracts prepared by NORTH LAKE TAHOE MARKETING COOPERATIVE and/or contractor/vendor acting as a third party contractor. This provision is applicable to a government entity/non-profit benefit corporation, under contract with NORTH LAKE TAHOE MARKETING COOPERATIVE to provide a project, program, service, and/or support, that sub-contracts any portion of the contract to a third party entity.

19. No Waiver. No party's waiver of any breach or accommodation to the other party shall be deemed to be a waiver of any subsequent breach.

20. Authority. The individual signing below on behalf of NORTH LAKE TAHOE MARKETING COOPERATIVE represents that he/she has the requisite authority to enter into this Online Marketing Agreement and that having done so NORTH LAKE TAHOE MARKETING COOPERATIVE will be bound by its terms.



## NORTH LAKE TAHOE MARKETING COOPERATIVE

Authorized Representative Signature:



By: John "JT" Thompson

Dated: JULY 1, 2015

SMITH + JONES, INC. Signature



By: Kelly Houston

Dated: July 1, 2015

**84**  
**AGREED UPON BUDGET: Lake Tahoe Internet Coop 2015-16**  
 Keyword - Lake Tahoe

**84**



Actual Amount  
 Impressions Delivered  
 Clicks  
 Click Rate  
 Cost Per Click

Jul-15 Aug-15 Sep-15 Oct-15 Nov-15 Dec-15 Jan-16 Feb-16 Mar-16 Apr-16 May-16 Jun-16 TOTAL



Actual Amount  
 Impressions Delivered  
 Clicks  
 Click Rate  
 Cost Per Click

Sep-15 Oct-15 Nov-15 Dec-15 Jan-16 Feb-16 Mar-16 Apr-16 May-16 Jun-16 TOTAL

**Budget** \$8,000 \$7,500 \$6,000 \$3,750 \$6,000 \$8,000 \$8,000 \$6,000 \$6,000 \$3,750 \$5,000 \$7,500 \$75,500

Actual to Date  
 Impressions Delivered  
 Clicks  
 Click Rate  
 Cost per Click

Below is the current copy that is running:

[Tahoe Visitors Bureau](#)

[Tahoe Visitors Bureau](#)

[Tahoe Visitors Bureau](#)

Official lake wide information.

Official lakewide information

Lake Tahoe's Official Site

Lodging deals, events and more.

with links to "cool deal" discount for lodging deals & specials.

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

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

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

44% of the above budget will be paid by NLT

Agreed:  
 John Thompson

Date:

7/1/15

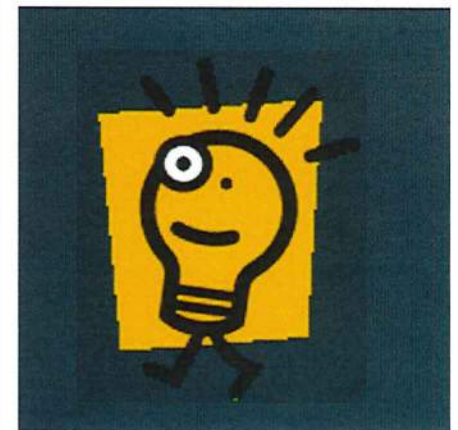
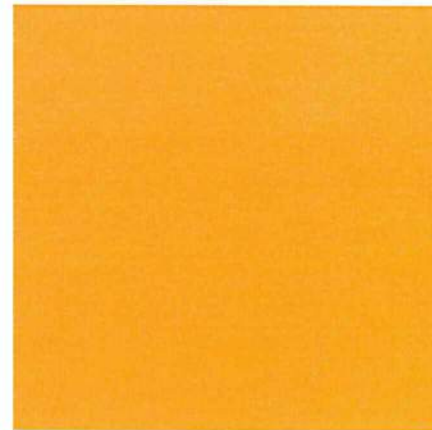
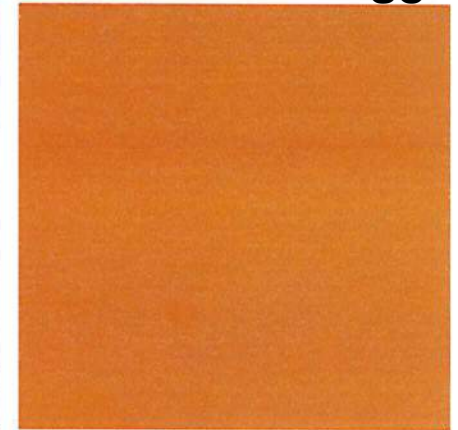
Agreed:  
 Kelly Houston

Date:

6-25-15

**84**

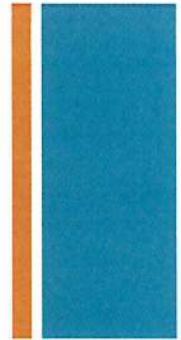
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NORTH TAHOE  
COMMUNITY SERVICES  
DISTRICT



# Community Services Districts



Community Services Districts are a form of independent local government used to provide services in unincorporated areas of a county.

*Examples near us include:*

*Northstar Community Services District*

*Incline Village General Improvement District*

*Squaw Valley Public Services District*

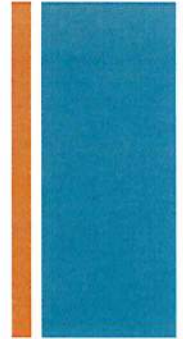
*There are currently more than 300 CSDs in California*

*CSDs throughout California are heralded as model government for smaller communities.*





# Community Services Districts



- A Community Service District CAN:
  - Provide A Variety of Services
    - Water
    - Sewer
    - Recreation Facilities and Programs
    - Garbage Collection
    - Fire Protection
    - Street Lighting
  - And Facilities and Services that Promote the Public Peace, Health, Safety, and Welfare







# Community Services Districts



- Community Services Districts May Also Be:
  - An effective form of governance ***for combining two or more special districts that serve overlapping or adjacent territory into a multifunction special district.***





# Community Services Districts

- A Community Service District *Cannot*:
  - Make Land Use decisions
  - Unilaterally Increase Taxes
  - Be Formed without Consent of the Voters of the current Special Districts



90

90



Community Services Districts  
Benefits

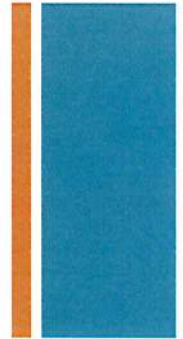
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# Benefits



## Potential Benefits Include:

- Ability to Enhance Services
- Consolidation of Resources - Three into One Strong Agency
- United Voice for our Community
- Governance embracing the North Shore as Or Region
- Consolidate and Strengthen Management Positions





# Benefits



## Potential Benefits Include:

- Consolidated IT systems (SCADA, GIS, Asset Management, Accounting)
- More Flexible Use of Assets (backhoes, Vector trucks, GPS equipment, etc.)
- One Parks/Recreation program for the area
- One Water/Sewer/Fire Service for the area
- Combining Water and Fire Services will enhance public safety -- with a single planning, investment, operations, and coordinated delivery process





# Fiscal Impacts



- Fiscal Efficiencies Benefit Community
  - Administrative
  - Organizational
  - Boards of Directors



We do!



# Operational Impacts

## ■ Operational Benefits to Community?

- Fiscal (economies of scale)
- Service delivery
- System Integrity
- Safety





# Governance Impacts



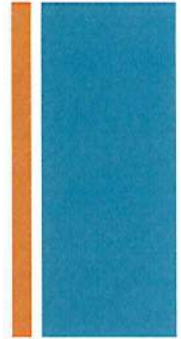
## ■ Enhanced Local Governance Benefits:

- Decisions Made Locally
- Leverage
  - Political influence with County and other agencies
  - Access to capital
- Strategic planning
- Policy-making





# Let's consider



## ■ FIRE

- Greatest threat to North Shore
- 2015 - 9 million acres burned in California
- Are we prepared as a community?
- Have we devoted enough resources?





Next steps. . .





# It's Time to Learn More. . .



- An **Analysis** will help Decide if it's a Good Idea to Consolidate Agencies
  - Study existing conditions
  - Plan alternative futures



The More We Know!



# Community Process



- The Boards of the Special Districts Agree to Fund an Analysis of Potential Benefits to the Community.
  - Finances
  - Operations
  - And Governance
  - Determine possible LAFCo procedures moving forward



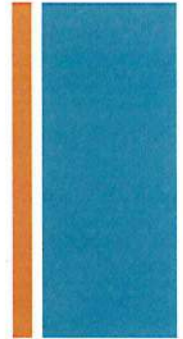
NTPUD



TCPUD



NTFPD



# Community Process

- A CSD Formation Review Committee
  - Appointed representatives from the three Special Districts
  - Citizens/Rate Payers of the Districts
  
- As Community Members and Rate Payers, We Can
  - *Support an objective analysis* of the potential benefits and/or limitations of forming a Community Services District
  - *Ask your local deciders to support the analysis*
  - *Sign up to be part of the review committee*
  - *Tell you friends and neighbors*

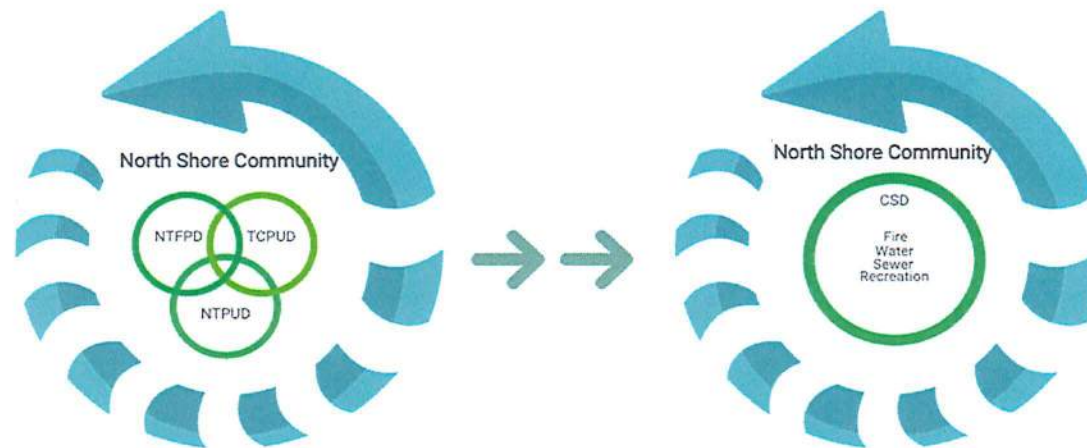
[NorthTahoeCSD@gmail.com](mailto:NorthTahoeCSD@gmail.com)







# A Final Thought



*If we open a quarrel between past and present, we shall find that we have lost the future.*

*Winston Churchill*

Questions/Comments:

[NorthTahoeCSD@gmail.com](mailto:NorthTahoeCSD@gmail.com)



Discussion





## Candidates for the 2016 NLTRA Board of Directors

### Large Lodging

Joseph Mattioli, General Manager - The Ritz Carlton

Christy Beck, General Manager - The Village at Squaw Valley

Courtney Williamson, Central Reservations Manager for Northstar Lodging, Northstar California Resort

### Restaurant

Eric Pilcher, Owner, Moe's Original BBQ and Gear & Grind Café

### Retail

Brendan Madigan, Owner – Alpenglow Sports



**north lake tahoe**

Chamber | CVB | Resort Association

**Board of Directors**

**Candidacy Application Form**

Name Joseph Mattioli Phone# 530-562-3005  
Business Name The Ritz-Carlton, Lake Tahoe Phone# 530-562-3000  
E-mail Address joseph.mattioli@ritzcarlton.com  
Mailing Address PO Box 198  
City Carnelian Bay State CA Zip Code 96140  
Business Address 13031 Ritz-Carlton Highlands Ct.  
City Truckee State CA Zip Code 96161  
Business Physical Address Same as above  
City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

Board Seat: ( ) Retail ( ) Restaurant (X) Large Lodging

Please provide below ( or attach, no more than 1 page double spaced) a brief description of your business and election platform: please see attached

All applicants must be members in good standing.

The information stated above is true to the best of my knowledge and may be verified. I am stating my willingness to serve as a Director for the North Lake Tahoe Chamber/CVB/Resort Association.

Signature

Date 10-21-15

As a Board Member of the North Lake Tahoe Resort Association, I would like to be considered for the open Large Lodging seat on the NLTRA Board of Directors.

I currently manage The Ritz-Carlton, Lake Tahoe, a \$40 million luxury resort that is AAA Five Diamond and Forbes Four Star Awarded resort perched mid-mountain on Northstar California in North Lake Tahoe. I look at my hotel like managing a small town where I am the Mayor. I manage over 350 employees year-round, my role as the leader is to maximize owner's revenue, build an iconic resort for our loyal guests to return, and create more jobs in our community. At the same time, I look to create synergy amongst local businesses by using sustainable resources. I also try to be an example to others by helping those in need in our community. This passion can also be seen by our Ladies and Gentlemen at the resort who have a strong volunteer presence in North Lake Tahoe and are very passionate in providing outreach to our local communities.

I believe businesses in North Lake Tahoe will benefit from improvements such as spotlighting the region's accessibility and cultural impact. We should rethink the long term goals for our area by encouraging corporations to bring their business to our communities. For example sports events year round, which will provide employment to many locals. If elected, I will apply over thirty years in the lodging industry and the knowledge of how to run a business to make the right decision. I look forward to working with those who are actively involved with the business development of our community.



north lake tahoe  
Chamber | CVB | Resort Association

Board of Directors  
Candidacy Application Form

Name Christy Beck Phone# 584-6227  
Business Name The Village at Squaw Valley Phone# 584-6205  
Email Address cbeck@Squaw.com  
Mailing Address P.O. Box 2025  
City Oly Villy State CA Zip Code 96146  
Business Address 1750 Village East Road  
City Oly Villy State CA Zip Code 96146  
Business Physical Address Same  
City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

Board Seat: ☐ Retail ☐ Restaurant ☒ Large Lodging

Please provide below (or attach, no more than 1 page double spaced) a brief description of your business and election platform:

Separate Document - Attached  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

All applicants must be members in good standing.

The information stated above is true to the best of my knowledge and may be verified. I am stating my willingness to serve as a Director for the North Lake Tahoe Chamber/CVB/Resort Association.

Signature Christy Beck Date 10/23/15

October 27, 2015

## **Board of Directors Candidate Statement from Christy Beck, General Manager for The Village at Squaw Valley**

I am applying for the Large Lodging Board seat currently vacant with the North Lake Tahoe Resort Association. I feel that my 20 years of experience in the hospitality industry, all of which has been in the North Lake Tahoe area, makes me a great asset to the current Board. While I am the General Manager for The Village at Squaw Valley and an Executive Team Member for Squaw Valley/Alpine Meadows Ski Resort, I also have a strong sales and marketing background as Director of Sales and Marketing for Intrawest and 6 years of sales and marketing experience at Resort at Squaw Creek.

In addition to my hotel expertise, I have Board experience and know how to achieve various goals to benefit all the members. At present, I serve as the Treasurer for the Squaw Valley Business Association, Treasurer for Barcelona NorCal Soccer Club, and Commercial Board member for the Squaw Village Neighborhood Company. I also oversee property management for the two homeowner associations in The Village at Squaw Valley, reporting to their Board of Directors. I feel the success of a Board requires being prepared, active engagement and having a true understanding of the group's collective goals/tasks at hand. As a Board member, you must also have the ability to value competing demands.

I am the current chair for the NLTRA Lodging Committee and I am eager to increase my participation as a Board member for the NLTRA. I'd like to better contribute to the mission of promoting tourism and benefitting business through efforts that enhance the economic, environmental, recreational and cultural climate of the area. After four low snow years, this is critical to the success and prosperity of our entire region. I want to help!

Personally, my husband, two children and I take advantage of everything Lake Tahoe has to offer whenever possible. From skiing to biking, paddle boarding to hiking, our love for this incredible destination is undeniable. We are extremely active in the local community and understand how important all the businesses in the area, large and small, contribute to its success as a tourist destination.

Thank you for your consideration.





north lake tahoe  
Chamber | CVB | Resort Association

**Board of Directors**

**Candidacy Application Form**

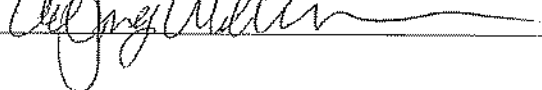
Name Courtney Williamson Phone# 530-562-3590  
Business Name Northstar California Resort Phone# 530-562-1010  
E-mail Address Cwilliamson1@vailresorts.com  
Mailing Address PO Box 129  
City Truckee State CA Zip Code 96160  
Business Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_  
Business Physical Address 100 Northstar Dr.  
City Truckee State CA Zip Code 96161

Board Seat: ( ) Retail ( ) Restaurant (X) Large Lodging

Please provide below ( or attach, no more than 1 page double spaced) a brief description of your business and election platform: see attached

All applicants must be members in good standing.

The information stated above is true to the best of my knowledge and may be verified. I am stating my willingness to serve as a Director for the North Lake Tahoe Chamber/CVB/Resort Association.

Signature 

Date 10/30/15

In my current position as hospitality reservations manager for Northstar California Resort, my ultimate goal is to build a team and create a culture that is authentically passionate about our resort and works diligently to keep North Lake Tahoe on the map as the ultimate year-round resort destination. As a member of Vail Resorts, Northstar's internal culture intensely believes in leadership development and leading by example. I apply these core values in my daily in my role when I hire, train and develop talent; manage lodging promotions; work hand-in-hand with large group bookings to ensure each guest has an Experience of a Lifetime; and manage revenue. Thanks to Vail Resort's continued investment in leadership development and community values, I am deeply committed to growing my role in this position and my expertise in the region. We develop our employees to be motivated and believe in their product by incorporating impeccable guest service and local knowledge to keep visitors returning to the North Lake Tahoe region.

My platform: Having spent most of my adult life in North Lake Tahoe, I understand the importance of tourism and how it significantly impacts our local economy. It is essential for the Chamber to keep evolving during different economic circumstances and provide the necessary tools to help our local businesses grow tourism throughout the region. I am a strong advocate for accurate representation of North Lake Tahoe to the tourism community. I will also be an asset to marketing and public relations to help create opportunities that can secure positive media exposure. I will work diligently to unite resorts, hotels and event centers to help both create and host lasting events that draw large crowds of both locals and tourists. North Lake Tahoe is one of the most special, unique and awe-inspiring destinations in the world and I will work persistently to bring new ideas and opportunities to the North Lake Tahoe Resort Association.



Moe's Original BBQ is a casual, lakefront southern style bbq restaurant and live music venue opened in June of 2014. The main goal was to provide counter service to create less staff during seasonal times while also allowing patrons to use the tables at will and feel comfortable hanging out. Secondly, to provide service level jobs which are suitable to provide a better living situation for our employees in an expensive town. This way, we can reduce turnover at low level jobs and increase efficiency. Last was live music, which has become a vital part of our operation and we look forward to improving the acts throughout. I strongly feel that a vibrant town is driven by live music, artistic events, sporting competitions and most importantly community involvement.

The Gear and Grind Cafe is a full service cafe and deli. Having just purchased the business one month ago, we are very excited to be preparing plans for a full remodel. We plan to place the proper design to allow flow in the building and create faster, cleaner approach. Our Goal is to be ready and open for winter with a new modern, updated version of the Gear & Grind Cafe.

I am excited to even have the opportunity to submit an application. It has been a wonderful experience to own a business in the North Tahoe area and I would like the opportunity to help the area and our patrons along with it. At 28 years old, I also feel that I can help to connect the younger adults in the area with accurate info to hopefully better inform and educate them on issues as well as drawing them for events and volunteering. I am a hard working person who takes great pride in my decision making process. I feel very comfortable by saying that my life goal is to simply get better each day in everything I do while making the people around me better as well.

Thanks,

Eric Pilcher



north lake tahoe

Chamber | CVB | Resort Association

Board of Directors

Candidacy Application Form

Name BRENDAN MADIGAN Phone# 530.414.1472  
Business Name ALPENGLOW SPORTS, INC. Phone# \_\_\_\_\_  
E-mail Address BRENDAN@ALPENGLOWSPORTS.COM  
Mailing Address PO Box 7230  
City TAHOE CITY State CA Zip Code 96145  
Business Address 415 NORTH LAKE BLVD.  
City TAHOE CITY State CA Zip Code 96145  
Business Physical Address SEE ABOVE  
City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

Board Seat: ☒ Retail ( ) Restaurant ( ) Large Lodging

Please provide below ( or attach, no more than 1 page double spaced) a brief description of your business and election platform: \_\_\_\_\_

\_\_\_\_\_  
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All applicants must be members in good standing.

The information stated above is true to the best of my knowledge and may be verified. I am stating my willingness to serve as a Director for the North Lake Tahoe Chamber/CVB/Resort Association.

Signature  Date 10.30.15





October 31, 2015

Sandy Evans Hall  
Chief Executive Officer  
North Lake Tahoe Resort Association  
100 North Lake Blvd.  
Tahoe City, CA 96145

Dear Sandy,

I would like to submit my application for the North Lake Tahoe Resort Association Board of Director's Retail Seat.

As a committed small business owner (Alpenglow Sports), previous NLTRA and TCDA board member, and vested North Lake Tahoe community member, I believe my skill set and experience would be a great fit for the organization.

It is my sincere hope that I can continue my long-standing service to the community.

Sincerely,

Brendan Madigan  
Owner, Alpenglow Sports, Inc.



DATE: October 30, 2015

TO: NLTRA Board of Directors

FR: Judy Laverty, Special Events Director

RE: Special Event Grant Funding Recommendations Addendum

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The Special Event Task Force met in September, interviewed all of the grant applications and submitted their recommendations to the marketing committee for further recommendations and/or approval.

At the October 27th marketing committee meeting, there was a motion that was approved to shift \$500 in funding from the recommended \$3,500 grant for Barcelona Nor-Cal Soccer to the Women's Wellness Weekend, thereby increasing the grant for Wellness Weekend to \$4,000. The additional funding will help Wellness Weekend re-target the Bay Area for out of market attendees instead of focusing on local attendees.

Please note that the changes in funding is NOT reflected on the recommendations in your packet. The original recommendations are still intact.

**UC Davis Children's Environmental Science Day**  
**August 21, 2016**  
**Request \$4,448 Recommended \$4,448**

Ecotourism activity for families that are in town.  
Measurement: Foot traffic Count  
Recommended event be moved to a Saturday in place of Sunday and find possible revenue streams ie donations, ice cream stand.

**Tahoe City Oktoberfest**  
**October 1, 2016**  
**Request \$1,500 Recommend \$1,500**  
**Measurement: Foot traffic count and revenues**

The largest fundraiser for the TCDA. Potential to draw 1,000+ attendees. Expand beer sales to tap into the craft beer movement.

**Alpenglow Mountain Festival**  
**February 20-28 and June 18-26, 2016**  
**Request \$7,500 Recommend \$10,000**

**Measurement:** Tracked room nights, attendance increase over last year. Prior year showed excellent growth potential even with challenging weather and back country conditions. Both events are in the strike zone. Excellent media and social results. Perfect fit for HPSI program.

Winter event includes a 5 point film festival, back country sports and a concert.  
Summer event is a Sky Run in Squaw Valley: 50K, ½ Marathon and a 1km vertical cross country race. Lodging at Squaw can be tracked.

**North Tahoe Arts**  
**June 13-16 Plein Air Painting Event**  
**June-September Free Community Art Workshops**  
**September 2-4 and Sept 9-11, 2016 ArtTour**  
**Request: \$5,000 Recommend: \$3,840**  
**Measurement: Registered artists, surveys, foot traffic counts**

Plein Air Painting event is a proven event that generates lodging stays as artists come in from out of the area. ArtTour is also a proven event that draws cultural tourists from out of market. Recommended funding only for these two events.

**Lake Tahoe Dance Collective 2016 Season****106, May, July & October****Request \$7,500 Recommend: \$7,500****Measurement: Ticket sales, lodging****106**

Event draws cultural tourists from out of market. Event shows steady growth and strong social and pr results. Professional production quality. Strike zone. Final year for funding.

**Lake Tahoe Paddleboard Tahoe Cup Racing Series****May, July & September 2016****Request: \$4,000 Recommend: \$4,000****Measurement: Increase in spectators, lodging**

Producer is expanding this three race series to include The Butterfly Effect women's SUP event that had 500 female paddlers registered in 2015; a full Hawaiian festival (luau) and has signed Red Bull as a major sponsor. New venue is Mourelatos beach. Funds to be used to strengthen out of market messaging. Two races and the Butterfly Effect are in strike zone.

**North Tahoe Grilling Society – Tahoe City Grill Fest****October 2016****Request: \$1,000 Recommend: 0**

Event was funded in 2015 but was cancelled as the producer stated he was too busy to produce it. 2014 event marketing was all local. Not a TOT generator.

**Nevada Interscholastic Cycling – NLT MTB Race****October 2, 2016****Request: \$1,500 Recommend: 0**

No media budget. Utilizes one on one marketing to other clubs and schools. No North Lake Tahoe branding for the event. Program is supported on a national level (in-kind) by SRAM, Specialized, etc. Final races are in Tahoe Donner, Hidden Valley and Mammoth.

**Lake Tahoe Bike Challenge****June 1-14, 2016****Request: \$1,500 Recommend 0**

This is not an event. Funding requested for marketing in NLT, Truckee and Meyers. NLTRA will support with in-kind promotion and pr.

**Lake Tahoe Womens Wellness Weekend****November 7-8, 2016****Request: \$4,870 Recommend \$3,500****Measurement: Tracked lodging at Granlibakken, attendance**

Funding is to be used for digital marketing and re-targeting Bay Area. Recommended they promote the wellness **series** out of market to build attendance.

**Barcelona Nor-Cal Soccer****September 2-5, 2016****107****Request: \$3,500 Recommend: \$3,500****Measurement: Tracked lodging at Squaw Valley, increase in teams**

This proven event needs to expand from Riverview fields to Squaw Valley and Tahoe Vista. 2015 goal was to increase from 62 teams to 100, which they achieved. A strategic plan is in place to grow this tournament to a silver level which brings higher level teams. Funding can be used to rent additional fields as they turned away teams in 2015.

**Rev Tour/HoleShot Skicross Bordercross, Squaw Valley****March 15-20, 2016****Request: \$5,000 Recommend: \$3,000****Measurement: Lodging, athlete registrations**

Event is the weekend prior to the FIS World Cup. Possible to increase weeknight stays. Last stop before the Olympic events. May be televised in the future. Squaw seeking to repeat this event year over year. Expecting 350 athletes.

**EventusOutdoor – Weekend Runaway****August 19-21, 2016****Request: \$10,000 Recommend: 0**

A women's weekend getaway featuring SUP and a 10K race. No budget submitted with application. Peak season. Recommend they re-apply in 2016-17 with a complete plan and results from 2016.

**Snowfest****March 4-13, 2016****Request: \$10,000 Recommend: \$10,000****Measurement: Out of market coverage, new event strategies, surveys**

Event has hired two co-directors with extensive event, media and marketing experience and are enthusiastic about revitalizing Snowfest. They are generating new sponsorships and new events. Opening ceremonies will be a kick-off party for the FIS World Cup.

**North Tahoe Ski Swap****October 24, 2015****Request: \$1,500 Recommend \$0**

This is not an event, is too local with no chance to generate TOT

**Brews for Charity****October 20<sup>th</sup>-March 20<sup>th</sup>****Request \$5,000 Recommend: \$0**

This is not a special event, it is a series of community networking events.



**Lake Tahoe Music Festival Serenades at Sunset****August 16, 2016****Request: \$3,500 Recommend \$3,000****Measurement: Surveys, ticket sales**

The Festival has hired a new executive director, with new energy and experience who understands cultural tourism and its importance to our destination. She will also be working on updating the Music Festival image.

**TCDA – Tahoe City First Fridays****First Friday of each month****Request \$1,500 Recommend: \$2,200**

In an effort to drive business utilizing extended retail hours, the grant is to be used for a marketing initiative to rebrand “First Fridays” which is done in most towns, to “Tahoe City Alive After 5”. Grant to be used for a banner and poster program.



**November 4, 2015**

**Subject: Approval of North Lake Tahoe Express Business Plan**

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

**Staff Recommendation:**

- After hearing the presentation and discussion, that the Board recommends approval of the draft NLTE Business Plan Update (attached) for the purpose of preparing and issuing a procurement process (RFP) for solicitation of a service provider.

**Background Information:**

- The original Project Purpose and Need, specific goals and intended outcomes, were detailed in an *Operations and Implementation Business Plan for Scheduled Airport Service* (May 2006). The NLTE was launched in November 2006.
- Its primary purpose is to help define North Lake Tahoe-Truckee as a quality resort and recreation destination. The NLTE represents one of the largest and most high profile public-private collaborations in the region.
- After nine years of North Lake Tahoe Express operation, the funding partners decided to revisit the original Business Plan.
- Currently, operational and financial challenges as well as a complex decision-making structure imperil the future of the NLTE.
- A committee representing TMA, NLTRA, TTD, Placer County, Town of Truckee, Incline/Washoe, and 3 major ski areas has led this effort for re-examination.
- The purpose has been to reconfirm, change, or adjust the service before enacting a new contract to start no later than July 1, 2016.
- The draft Business Plan has been completed, as scheduled, by end of October, and is now available for review by the NLTRA Board on November 4<sup>th</sup>, the Truckee North Tahoe Transportation Management Association (TMA) on November 5<sup>th</sup>, the Incline CVB on November 18<sup>th</sup>, and the Tahoe Transportation District (TTD), as may be appropriate.
- After review of the draft plan, it will be used to prepare and issue a procurement process (RFP) in December for solicitation of a new operator.
- A new contract is scheduled to be negotiated by April 1<sup>st</sup> and service will begin no later than July 1, 2016.
- Jaime Wright, TMA Executive Director, and Steve Teshara, Sustainable Community Advocates, consultant to TMA and the Business Plan committee, will be at the Board meeting to present the Plan.

**Decision Considerations (key elements extracted from Plan by Jaime and Steve):**

- The original Project Purpose and Need remains consistent with the goals and actions of more recent planning documents, including the 2015 *North Lake Tahoe Tourism Master Plan*, developed and recommended by the NLTRA, and adopted October 20th by the Placer County Board of Supervisors.
- A foundational goal of the Updated Business Plan is to ensure the viable financial and operational sustainability of the Express, with levels of transportation and customer service that are consistent with the Purpose and Need.
- A second goal is to streamline decision-making and responsiveness to the realities and demands of the target markets that provide the greatest opportunities and source of ridership and revenues.
- The Business Plan will provide goals and direction for the next 3-5 years.
- Effective at the end of the current contract term and with the adoption of the updated Business Plan by all the required parties, the Truckee North Tahoe Transportation Management Association (TNT/TMA) shall assume the responsibility for contracting with an operator to provide services for the North Lake Tahoe Express airport shuttle.
- Currently, contracting is under the authority of the Tahoe Transportation District. The TTD supports this change, as does Placer County. Among other benefits, this will reduce the number of legal agreements required for the NLTE from three to two.
- The TMA will continue to provide NLTE contract management, prepare and administer budgets, and provide other administrative, reporting, and marketing and promotional services, and function as the facilitator and coordinator for the NLTE partnership.
- As part of its management structure, the TMA shall establish an Operational Advisory Committee to advise the TMA Executive Director and staff on matters related to NLTE operations, service levels, budgets, and marketing and promotional strategies. The committee shall meet quarterly, at a minimum.
- The committee shall be comprised one representative from each funding jurisdiction (Placer County, Washoe County, and Truckee) and two members of the TMA Board of Directors. Committee appointments shall be made by the TMA Board, with consideration of recommendations offered by the TMA Executive Director.
- An important role of the Advisory Committee will be to assist the TMA Executive Director and staff in tracking market indicators that may impact decisions regarding the timing of routes and other level of service considerations.
- Conference and other group business will remain an essential element of NLTE ridership.
- The Operational Goal of the Business Plan update is that the NLTE shall be operated in such a manner as to maximize ridership potential while at the same time providing a level of service consistent with destination resort objectives and while managing costs and required subsidies to a level considered sustainable over time.
- The updated Business Plan defines a minimum level of service (the current level of service), a new baseline level of service, and options for an enhanced level of service. It includes goals for the setting of fares.
- The Business Plan includes a Financial Plan, an Assumption and Projections of Five-Year Revenues, Costs, and Subsidy requirements. The Plan anticipates that operating costs will continue to increase (be higher than they are today).
- The Plan does NOT include an assumption that the NLTE will pay for itself. Rather, it anticipates that to meet the Purpose and Need, some level of subsidy will always be required.

- Under the new Business Plan, a Qualifications-Based Competitive Proposals approach will be used to solicit qualified potential operators. This approach is supported by Placer County Executive Office and is based on a set of provisions defined in the Tahoe Transportation District Procurement Manual adopted in August of 2015).
- The procurement process will begin upon final adoption of the Business Plan Update.
- It is the goal of the TMA to adhere to the timeline set forth by the NLTRA and Placer County and to release the solicitation for operator proposals by the end of December 2015.

**CI/T Committee Review:**

- While the completed draft Business Plan was not available at the Committee meeting on October 26<sup>th</sup>, the above key elements were presented by Steve Teshara, with comments and questions for clarification addressed.
- The Committee had no objection to moving the Business Plan review and process forward.
- Additional Committee comments can be submitted to staff or TMA during the November review time.

**BUSINESS PLAN UPDATE****October 2015**

Connecting Reno/Tahoe International Airport  
With  
North Lake Tahoe - Truckee  
In Support of a Destination Resort Region



## BUSINESS PLAN UPDATE

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#### ATTACHMENTS THAT ARE NOTED IN THE BUSINESS PLAN UPDATE

North Lake Tahoe Express Review.....	L5C, October, 2015
NLTE Subsidy Reserve Fund Analysis.....	TMA, 2015-16
Chapter 7-Qualifications Based Procurement Manual.....	TTD, 2015
Business Plan Update Working Group.....	2015

## Section 1

### Background and Program History

The North Lake Tahoe Express (NLTE) inaugurated service on November 15, 2006. An extensive planning process led up to the ribbon cutting, celebrated with the launch of a comprehensive, multi-media advertising campaign. The goals, objectives, and intended outcomes for this project were detailed in an *Operations and Implementation Business Plan for Scheduled Airport Service*, published in May 2006.

The North Lake Tahoe Resort Association (NLTRA) and the Truckee-North Tahoe Transportation Management Association (TNT/TMA) accepted the lead to develop the NLTE Business Plan and advocate for the project. Their work supported a diverse stakeholder goal to establish a “daily scheduled airport passenger transportation service connecting the Reno/Tahoe International Airport with the North Lake Tahoe-Truckee Resort Triangle.”

The North Lake Tahoe Express represents one of the largest and most high profile public-private collaborations in the region. Its primary purpose is to help define North Lake Tahoe-Truckee as a quality resort and recreation destination. Assembling a multi-jurisdictional, multi-sector partnership was essential to organize and implement the service. Funding partners included the NLTRA, Placer County, Incline Village/Crystal Bay Visitors Bureau, Hyatt Regency Lake Tahoe, Tahoe Biltmore Lodge & Casino, Town of Truckee, Truckee Tahoe Airport District, Cedar House Sport Hotel, and Hampton Inn & Suites. The Washoe County Board of Commissioners provided a one-time contribution to help start the Blue Route, serving Incline Village & Crystal Bay.

The Cal-Neva Resort & Casino in Crystal Bay was an original funding partner until financial challenges and an eventual property closure for extensive renovations prompted their withdrawal. As of July 1, 2015, the Hampton Inn & Suites also dropped as a funding partner due to fiscal considerations.

To date, the Tahoe Transportation District (TTD) has provided its bi-state passenger transportation operating authority for the Express. In addition, TTD staff has contributed significant expertise and guidance, particularly over recent years, as part of the District's commitment to transportation service expansion and sustainability in the greater Tahoe region.

Under agreement with the TTD, the Truckee-North Tahoe TMA provides NLTE contract management and oversight, administrative functions, and marketing and promotional services. These responsibilities include the oversight of daily contractor operations and the level of service provided, ensuring contract compliance and attention to customer service, preparing budget and ridership reports, and coordination with project funding and other partners. TMA marketing and promotional services include outreach to lodging properties and other tourism businesses, preparation and distribution of service schedules, oversight and quality control for the NLTE on-line reservation system, content for social media, and coordination of a web site, at [www.northlaketahoeexpress.com](http://www.northlaketahoeexpress.com).

Over the course of its nine years on the road, the NLTE has experienced periods of both success and significant challenges. Fiscal Year 2011-2012 was the peak year for ridership, when the Express carried 22,109 passengers. It was also the lowest year for per-passenger

subsidy, at \$4.05. FY 2012-2013 was the peak period for farebox revenue, with \$667,575 collected. However, as summarized below, the operational and financial challenges, as well as a complex decision-making structure, eventually threatened the future of the service.

Challenges have included the expansive area served, struggles to capture all targeted customer demographics given revenue needs (e.g., families; individual independent leisure travelers), and the fluctuating schedule of arriving and departing flights at Reno/Tahoe International Airport (RTIA). These challenges have been compounded by changes in the methodology by which operating charges are determined by the contractor (e.g., hourly, per run, etc.), and the impact of seasonality and weather on the region's tourism industry. Finding the needed sustainable balance between available funding support, contractual and operational procedures, targeted rider markets, and the original project purpose has been elusive.

#### **Program Changes 2009 to 2014**

Under the original service contract, it was stipulated that the operator would collect all farebox revenues and bill for any remaining service provided not covered by revenues collected. The operator's billing process proved to be inconsistent and it was difficult to determine the program's actual monthly cost. In 2009, a program review was conducted at the request of Placer County. As an outcome, it was decided that program billing procedures would be adjusted in order to ensure a better understanding of actual costs. Accordingly, a new operator Request for Proposals (RFP) was prepared. It specified that the TNT/TMA would take control of all farebox revenues and the operator would bill monthly on a per run basis.

During RFP development, the level of funding support from each jurisdiction was evaluated. This meant Placer County, partners in Washoe County at the Lake, and those in the Town of Truckee. The purpose of this evaluation was to determine if all partners were paying commensurate with the NLTE service being received. It was recommended that there be a tracking of activity per jurisdiction and that all funding partners be billed for subsidy according to use. Historical patterns showed Placer County using 70 percent of the service, Washoe County 20 percent, and Nevada County (Truckee) 10 percent.

Effective July 1, 2012, a new contract was approved with the same operator\* at a per-run cost of \$130 for the first year and \$135 for the second year. The rate for years three through five would be subject to future negotiation. Given that this was the first year of operations using this new cost structure and a projected outcome could not be foreseen, all funding partner contributions remained the same as they were in 2011-2012. \*Note: The existing operator was the lowest responsive bidder so Airport Mini Bus was selected to continue operating the service.

In June 2013, TMA staff identified a deficit of revenues versus expenses of \$55,191 for fiscal year 2012-2013. This deficit was partially covered with a reserve fund being accumulated for the program in the amount of \$38,009. This offset resulted in a final FY 2012-2013 deficit of \$17,182.

The deficit prompted TMA to call a special meeting of the funding partners in October 2013 to determine how and if the NLTE could or would continue. It was agreed that no additional subsidy dollars were available, as the annual adopted budget of each funding partner was already in place. At the same time, TMA and TTD staff identified that the new operating contract was more costly than in prior years and the program was not sustainable in its existing state. Therefore, immediate service reductions were initiated as of October 18, 2013. The result was an approximately 45 percent reduction in service. The NLTE now offered 24 daily scheduled runs, down from the 44 previously offered.

Through the remainder of the fall and into the early winter of 2014, the financial stability of NLTE was closely tracked. By January, given yet another mild winter, it was recognized that the amount of funding allocated at the start of the fiscal year would not be sufficient to operate through June 30, 2014. Accordingly, the operator was provided with formal notice that the contract would be cancelled and the service terminated. However, the operator indicated a willingness to renegotiate and the parties ultimately reached an agreement that the NLTE could operate from February through June 2014 without any subsidy being paid to the operator. In exchange, the fare box was transferred from the control of the TNT/TMA to the operator and the level of service was reduced from 24 to 12 daily offered runs. During this period, the TMA also did not receive full funding for its NLTE-related services, forfeiting \$14,374 due to NLTE budget shortfalls. This was a direct impact to the TMA's budget.

The FY 2013-14 reduction from 44 offered daily runs at the start of the year to 12 runs as of February through June resulted in an approximate 73 percent decrease in the level of service. This had a substantial negative impact on ridership and revenue figures for the fiscal year, as well as a significant drop in comparisons to historical data.

#### **Fiscal Year 2014-2015**

Heading into FY 2014-15, agreements were reached with the operator and funding partners that the schedule structure and program costs would be re-evaluated. Through this process, it was decided that the NLTE would have a peak and non-peak schedule, offering 18 daily scheduled runs during peak season and 12 during non-peak season. Peak season was defined as June 16 through September 30, and December 16 through March 31. Non-peak was defined as April 1 through June 15 and October 1 through December 15. Farebox revenues would remain with the operator and service was to be billed at \$58.00 per hour with a maximum monthly subsidy of \$6,000.00. Runs and the total hours for each run would be tracked on a per-run basis and reported with the monthly contractor billings. The TMA was contracted to continue its support services, including program management and marketing, for a total cost of \$73,280. This amount was inclusive of the cost of marketing materials and IT support.

#### **Fiscal Year 2015-2016**

Several partner meetings were held in advance of fiscal year 2015-16. Funding commitments were requested no later than February, at the same funding level for each partner as provided in FY 2014-2015. It was confirmed that subsidy splits and usage per jurisdiction remained constant during FY 2014-15. TTD was asked to initiate discussions with the operator regarding extending the contract for an additional year, through June 30, 2016. The operator agreed to do so, but at a higher hourly rate, increasing from \$58 to \$65 per hour. During this time, project partners and funders agreed the NLTE Business Plan would be updated, with key elements re-evaluated, and a new request for proposals (or similar acceptable procurement process) would be developed. This solicitation for qualified providers would be published with a new sample contract for operations.

**Project Purpose and Need**

“Conference and leisure travel interest and actual bookings/reservations for the North Lake Tahoe-Truckee Resort Triangle are frequently jeopardized due to the high cost and limitations of ground transportation services that currently connect the Reno/Tahoe International Airport and the North Lake Tahoe-Truckee area. These high costs and limitations result in a competitive disadvantage for our region when compared with other destination resort communities.”

- Excerpt from Purpose and Need, 2006 NLTE Business

**Plan**

This original Purpose and Need remains consistent with the goals and action plans of more recent planning documents, including the recently-adopted 2015 *North Lake Tahoe Tourism Master Plan*, the *North Lake Tahoe-Truckee Transportation Vision*, the *Lake Tahoe Regional Transportation Plan/Mobility 2035* (December 2012), and the *2035 Regional Transportation Plan of the Regional Transportation Commission of Washoe County* (Chapter 8, Focusing on Regional Connectivity) (April 2013).

**Moving Forward – Updating the NLTE Business Plan**

As summarized in this section, there has been a tremendous investment of funding and other resources and a dedicated willingness to resolve many challenges during the nine-year evolution of the North Lake Tahoe Express. Based on stakeholder feedback, this Plan confirms that the original Purpose and Need for the North Lake Tahoe Express remains valid. It is also true, however, that the reduction in service triggered primarily by financial constraints has frequently impacted the ability to achieve this Purpose and Need. NLTE stakeholders have clearly stated their desire that this Business Plan Update chart the course to a more efficient, effective and sustainable North Lake Tahoe Express service.





### Current "Baseline" Level of Service

The following table depicts the current NLTE "Baseline" Level of Service

SCHEDULE: OCTOBER 1 - DECEMBER 15 / APRIL 1 - JUNE 15

#### RED ROUTE - SQUAW VALLEY, TAHOE CITY, WEST SHORE

##### TO AIRPORT

Sunnyside	6:30 AM	9:30 AM	12:30 PM
Granlibakken	6:35 AM	9:35 AM	12:35 PM
Tahoe City Transit Center	6:40 AM	9:40 AM	12:40 PM
Tahoe City Locations	6:40 AM	9:40 AM	12:40 PM
River Ranch/Alpine	6:45 AM	9:45 AM	12:45 PM
Squaw Valley Locations	6:55 AM	9:55 AM	12:55 PM
Resort at Squaw Creek	7:00 AM	10:00 AM	1:00 PM

##### FROM AIRPORT

Servicing all Locations on Route Above	12:00 PM	6:30 PM	11:45 PM
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#### GREEN ROUTE - TRUCKEE, NORTHSTAR

##### TO AIRPORT

Sawmill Heights	9:15 AM
Ritz Carlton	9:20 AM
Village at Northstar/TMR	9:25 AM
Northstar	9:30 AM
Truckee Airport	9:35 AM
Truckee Locations	9:40 AM
Truckee Train Depot	9:45 AM

##### FROM AIRPORT

Servicing all Locations on Route Above	3:15 PM
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#### BLUE ROUTE - CARNELIAN BAY TAHOE VISTA, KINGS BEACH, CRYSTAL BAY, INCLINE VILLAGE

##### TO AIRPORT

Garwoods	9:15 AM	12:00 PM
Tahoe Vista Locations	9:25 AM	12:10 PM
Kings Beach Locations	9:35 AM	12:20 PM
Crystal Bay Locations	9:40 AM	12:25 PM
Park Side Inn	9:50 AM	12:35 PM
Incline Roc	9:55 AM	12:40 PM
Hyatt	10:00 AM	12:45 PM

##### FROM AIRPORT

Servicing all Locations on Route Above	12:30 PM	4:30 PM
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SCHEDULE: JULY 1 - SEPTEMBER 30 / DECEMBER 16 - MARCH 31  
JUNE 16 - JUNE 30

#### RED ROUTE - SQUAW VALLEY, TAHOE CITY, WEST SHORE

##### TO AIRPORT

Sunnyside	6:30 AM	9:30 AM	12:30 PM	5:00 PM
Granlibakken	6:35 AM	9:35 AM	12:35 PM	5:05 PM
Tahoe City Transit Center	6:40 AM	9:40 AM	12:40 PM	5:10 PM
Tahoe City Locations	6:40 AM	9:40 AM	12:40 PM	5:10 PM
River Ranch/Alpine	6:45 AM	9:45 AM	12:45 PM	5:15 PM
Squaw Valley Locations	6:55 AM	9:55 AM	12:55 PM	5:25 PM
Resort at Squaw Creek	7:00 AM	10:00 AM	1:00 PM	5:30 PM

##### FROM AIRPORT

Servicing all Locations on Route Above	12:00 PM	3:00 PM	6:30 PM	11:45 PM
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#### GREEN ROUTE - TRUCKEE, NORTHSTAR

##### TO AIRPORT

Sawmill Heights	6:00 AM	9:15 AM
Ritz Carlton	6:05 AM	9:20 AM
Village at Northstar/TMR	6:10 AM	9:25 AM
Northstar	6:15 AM	9:30 AM
Truckee Airport	6:20 AM	9:35 AM
Truckee Locations	6:25 AM	9:40 AM
Truckee Train Depot	6:30 AM	9:45 AM

##### FROM AIRPORT

Servicing all Locations on Route Above	3:15 PM	11:45 PM
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#### BLUE ROUTE - CARNELIAN BAY TAHOE VISTA, KINGS BEACH, CRYSTAL BAY, INCLINE VILLAGE

##### TO AIRPORT

Garwoods	6:15 AM	9:15 AM	12:00 PM
Tahoe Vista Locations	6:25 AM	9:25 AM	12:10 PM
Kings Beach Locations	6:35 AM	9:35 AM	12:20 PM
Crystal Bay Locations	6:40 AM	9:40 AM	12:25 PM
Park Side Inn	6:50 AM	9:50 AM	12:35 PM
Incline Roc	6:55 AM	9:55 AM	12:40 PM
Hyatt	7:00 AM	10:00 AM	12:45 PM

##### FROM AIRPORT

Servicing all Locations on Route Above	12:30 PM	4:30 PM	11:45 PM
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## Section 2 Existing Roles and Responsibilities

### **Relationship of Agreements Governing NLTE Funding, Operations and Administration**

Currently, there are three agreements that form the legal foundation for operation, management and funding of the North Lake Tahoe Express. These are:

- **Management Agreement Regarding the North Lake Tahoe Express Shuttle Service.** This agreement is between the Tahoe Transportation District (TTD) and the Truckee North Tahoe Transportation Management Association (TNT/TMA).
- **Agreement for Airport Shuttle Service (Amendment #5).** This agreement is between the Tahoe Transportation District (TTD) and Airport Mini Bus (Contractor) (aka the "Operator").
- **Funding Agreement FY 2015-2016 North Lake Tahoe Express.** This agreement is between the Tahoe Transportation District (TTD), Truckee North Tahoe Transportation Management Association (TNT/TMA), and all NLTE funding partners.

**Note:** The North Lake Tahoe Resort Association (NLTRA) has registered and owns all rights to the North Lake Tahoe Express name, logo, and website.

### **Truckee-North Tahoe Transportation Management Association (TNT/TMA)**

Founded in 1990, TNT/TMA is a nonprofit mutual benefit corporation organized under the California Nonprofit Mutual Benefit Corporation Law, Corporations Code Section 7110 et seq. The purpose of the corporation is to engage in any lawful act or activity for which a corporation may be organized under such law. The focus of TNT/TMA is on involving employers and other community members in the furtherance of their common interest to improve the general traffic and transportation conditions in the Truckee-North Lake Tahoe region, and to address situations associated with traffic congestion and transportation systems, thereby making the region a more attractive and advantageous place to reside, visit, recreate, and conduct business.

Discussions at the regional forum provided by monthly TNT/TMA meetings gave further shape and momentum to what came to be known as the North Lake Tahoe Express. Based on the 2006 *Operations and Implementation Business Plan for Scheduled Airport Service*, the TNT/TMA was engaged to provide NLTE contract management, administrative and marketing/promotional services under an agreement with the Tahoe Transportation District. TMA has continued to function as the facilitator and coordinator for the NLTE partnership, the primary liaison with the contract service provider, and the lead for marketing and promotion.

### **North Lake Tahoe Resort Association (NLTRA)**

The North Lake Tahoe Resort Association is a California "non-profit corporation that promotes tourism and benefits businesses through efforts that enhance the economic, environmental, recreational and cultural climate of the area." Placer County contracts with the NLTRA for a specific scope of services. The scope provides for a full spectrum of management activities for tourism marketing and visitor services for businesses in the North Lake Tahoe area. The NLTRA conducts its activities to implement the adopted North Lake Tahoe Tourism Master Plan (2015) and assist with the planning, development and necessary public infrastructure improvements for the benefit of the North Lake Tahoe region. This includes soliciting community input and developing/submitting recommendations to the Placer County Board of Supervisors on

the expenditure of County Transient Occupancy Tax (TOT) funds generated in eastern Placer County for transportation and infrastructure projects. The NLTRA Capital Investment/Transportation Committee and Board of Directors are directly involved in considering and making recommendations to the Placer Board of Supervisors (The Committee makes a recommendation to the NLTRA Board of Directors; the NLTRA Board makes a recommendation to the Board of Supervisors).

### **Placer County**

Placer County is a county in the State of California that covers an area from the suburbs of Sacramento to Lake Tahoe and the Nevada border, governed by an elected five-member Board of Supervisors. The California Constitution authorizes a county to make and enforce local ordinances that do not conflict with general laws. A county also has the power to sue and be sued, purchase and hold land, manage or dispose of its properties, provide a broad range of public services, and levy and collect taxes authorized by law.

Placer is the largest NLTE funding partner, contributing approximately 70 percent of the required subsidy and receiving approximately 70 percent of the service. The source of this funding is Transient Occupancy Tax (TOT, aka Room Tax) revenue generated within eastern Placer County. Currently, this county funding is provided to the NLTE through the North Lake Tahoe Resort Association based on its contract with NLTRA to provide specific services. These services include the recommendation of TOT funding for certain transit and services as well transit, passenger transportation services, transportation facilities, and other infrastructure improvements intended to help maintain or increase the level of TOT generated within eastern Placer County. Accordingly, the NLTRA, not Placer County directly, is a signatory to the current Funding Agreement for the North Lake Tahoe Express. However, moving forward to the next NLTE Funding Agreement, this will change, as noted below.

**Note:** Based on a new contract between Placer County and the North Lake Tahoe Resort Association approved in August 2015, Placer County now funds transportation services involving the expenditure of eastern Placer County TOT directly to the contracting entity, rather than through the NLTRA. Accordingly, under any new NLTE Funding Agreement, the NLTRA will no longer be a funding partner. However, the Association retains an important advisory role in recommending TOT expenditures to the Placer County Board of Supervisors, including TOT expenditures for transportation services in the North Lake Tahoe area.

### **Tahoe Transportation District**

In 1969, lawmakers in California and Nevada agreed to a unique "Compact" for sharing the management of resources and responsibilities at Lake Tahoe. As a bi-state agreement for such purposes, the Compact was reviewed and approved by the U.S. Congress. The two states and Congress amended the Compact in 1980 with Public Law 96-551, which also established the Tahoe Transportation District (TTD). The TTD is a bi-state special purpose district, responsible for facilitating and implementing safe, environmentally positive, multi-modal transportation plans, programs, and projects throughout the Lake Tahoe Basin, including passenger transportation operations.

Specific tax revenue to support transit and transportation facilities can be allocated to the District. TTD may also acquire, own and operate public transportation systems and parking facilities serving the Tahoe region and provide access to convenient transportation terminals outside of the region.



As of this writing, the TTD continues to provide its bi-state transit operating authority as an umbrella authority for operations of the North Lake Tahoe Express. The District is a signatory to all three of the NLTE legal agreements: 1) the Agreement for Airport Shuttle Service; 2) the Funding Agreement for the North Lake Tahoe Express; and 3) the Management Agreement Regarding the North Lake Tahoe Express Shuttle Service. The District receives no compensation for its staff time or the services it provides to support the NLTE partnership and operations. District legal staff has recently opined that TTD's operating authority is not required to provide the NLTE airport shuttle service, rather, the obligation to secure that authority should be a responsibility of the service contractor or operator.

#### **Contractor (aka "Operator")**

Airport Mini Bus is the contract operator for the North Lake Express airport shuttle service. The company is a duly registered domestic corporation headquartered at 100 Sunshine Lane in Reno, Nevada 89502. The contractor has roles and responsibilities as defined in the Agreement for Airport Shuttle Service.

#### **Funding Partners**

As of this writing, NLTE funding partners include the entities listed below. As explained above, with any new Funding Agreement, Placer County will replace the NLTRA as a direct funding partner. The role of each partner is to provide the annual amount of funding identified in the Agreement by the specific dates identified in the Agreement.

#### **Placer County**

The county and its NLTE related roles and responsibilities are described above and are in transition .

#### **Incline Village/Crystal Bay Visitors Bureau (IVCBVB)**

The Incline Village/Crystal Bay Visitors Bureau is a private, non-profit 501 (c) (6) corporation. Its mission is to encourage tourist visits and ultimately enhance the occupancy and revenues for lodging facilities in the Incline Village and Crystal Bay Areas. The IVCBVB receives Room Tax revenue from Washoe County consistent with the relevant provisions of Nevada state law (Nevada Revised Statutes). The bureau and the visitor's center it operates are located at 969 Tahoe Boulevard, Incline Village, Nevada 89451.

#### **Hyatt Regency Lake Tahoe Resort, Spa and Casino**

The Hyatt Regency Lake Tahoe is a full-service resort located at 111 Country Club Drive, in Incline Village, NV 89451.

#### **Tahoe Biltmore Lodge and Casino**

The Tahoe Biltmore Lodge and Casino is a casino resort property located in Crystal Bay, Nevada, at 5 Nevada State Route 28, Crystal Bay, NV 89402.

#### **Town of Truckee**

Truckee is an incorporated town located within Nevada County, California, governed by an elected five-member Town Council. Like many other forms of local government in California, the Town has the authority to make and enforce local ordinance that do not conflict with general



laws, purchase and hold land, manage or dispose of its properties, provide a range of public services, and levy and collect taxes as authorized by law.

#### **Truckee Tahoe Airport District (TTAD)**

The Truckee Tahoe Airport District is a special district of a type defined in California state law. Governed by an elected five-member Board of Directors, TTAD's service area includes portions of eastern Placer County and eastern Nevada County. The district's adopted mission statement is: *"The Truckee Tahoe Airport is a community airport that provides high quality aviation facilities and services to meet local needs, and strives for low impact on our neighbors while enhancing the benefit to the community-at-large."*

#### **Cedar House Sport Hotel**

The Cedar House Sport Hotel is a boutique lodging property located at 10918 Brockway Road in Truckee, CA 96161.

### **Section 3**

#### **Regulatory Setting**

Any operator of passenger transportation services must obtain a variety of authorities, certificates, licenses, permits, and approvals. Additional requirements exist for the providers of services that cross state lines. Requirements are known to include those applicable from the Nevada Transportation Authority (NTA), California Public Utilities Commission (CA PUC), and the U.S. Department of Transportation (USDOT).

Any Request for Proposals (or other procurement process) issued by the authorized lead agency for a qualified contractor to provide passenger transportation services for the North Lake Tahoe Express shall incorporate a requirement for the contractor to obtain and/or maintain all applicable state and federal authorities, certificates, licenses, permits and approvals. The contractor will be required to represent and warrant that they (the contractor) and all personnel engaged in providing the services have the licenses, permits, qualifications, and approvals of whatever nature are legally required to practice its/their profession, including independent interstate operating authority under DOT regulation. The Tahoe Transportation District shall not be relied upon to provide any required operating authority. The contractor shall further represent and warrant that it will maintain in effect all such licenses, permits, and other approvals during the term of the Agreement for Airport Shuttle Service. The contract shall include requirements consistent with state and federal law.

### **Section 4**

#### **Tourism Master Plan Setting**

*"The 2015 North Lake Tahoe Tourism Master Plan lays out a framework of tourism investment strategies that can work in concert to continue to transform North Lake Tahoe into a national and international destination. Visitors have historically retreated to North Lake Tahoe (the North Lake Tahoe-Truckee region) for its natural beauty and recreational opportunities. The combination of High Mountain peaks, a 125,000-acre lake and charming small communities make North Lake Tahoe a place loved by many. Yet, despite the region's popularity, research shows it is falling behind comparable destinations. Travelers are looking for unique, high quality opportunities for outdoor recreation, relaxation and rejuvenation and North Lake Tahoe comes up short when measured against the competition."*

*Almost 45% of current visitors come from the Bay Area, northern California and western Nevada; approximately 8% of visitors are international. Forty-two percent of visitors are day*

*visitors with overall visitation concentrated on weekends and peak holiday periods. Studies suggest that attracting more domestic and international visitors can move the region toward more of a year-round destination rather than the current peak season/offseason cycle. Additionally, trends indicate that to compete at the national and international levels and attain the vision outlined in the 2015 Tourism Master Plan, (the region's) communities need to invest in tourism and visitor experience infrastructure.*

*North Lake Tahoe (the region) relies on a tourism-driven economy and it will continue to do so for years to come. Annually, visitors spend over \$500 million in North Lake Tahoe. Over 60% of employment and 51% of all earnings can be attributed to tourism. Lake Tahoe is central to the area's economy, and the health of the economy depends on a thriving local community and providing visitors a world-class experience."*

- Introduction and Plan Summary, 2015 North Lake Tahoe Tourism Master Plan

## **Section 5**

### **Updated Management and Operating Plan**

#### **Restated Purpose and Need**

Since its inception in 2006, the North Lake Tahoe Express airport shuttle service has improved the competitive position of the North Lake Tahoe-Truckee "Resort Triangle" as a destination resort. Consistent with the original Purpose and Need, the NLTE provides a "daily scheduled airport transit service connecting the Reno/Tahoe International Airport (RTIA) with the North Lake Tahoe-Truckee Resort Triangle." Resort and other business operators, tourism officials, local government leaders, agency officials, transportation advocates, and many citizens recognize the importance of offering a "car-free" destination experience. An ever-increasing percentage of travelers have come to expect this type of experience when choosing a travel destination. This includes conference and group business travelers and "frequent independent travelers" (FIT). A car-free experience to and from the RTIA is also important for many local residents and businesspersons.

The North Lake Tahoe Express remains a private shuttle service operated with both public and private subsidies.

#### **Plan Goals**

A foundational goal of this updated Business Plan is to ensure the viable financial and operational sustainability of the Express, with levels of transportation and customer service that are consistent with the Purpose and Need.

A second goal is to streamline decision-making and responsiveness to the realities and demands of the target markets that provide the greatest opportunities and source of ridership and revenues.

#### **Management**

Effective at the end of the current contract term and with the adoption of this updated Business Plan by all required parties, the Truckee North Tahoe Transportation Management Association (TNT/TMA) shall assume the responsibility for contracting with an operator to provide services for the North Lake Tahoe Express airport shuttle service. These services are described in the request for qualified proposals issued in conjunction with this updated Business Plan.

The TNT/TMA will continue to provide NLTE contract management, prepare and administer budgets, and provide other administrative, reporting, and marketing/promotional services. TNT/TMA will continue to function as the facilitator and coordinator for the NLTE partnership,

consistent with all applicable legal agreements involving funding partners and the operator (service provider).

#### **Operations Advisory Committee**

As part of its management structure, the TNT/TMA shall establish a committee to advise the TMA Executive Director and staff on matters related to NLTE operations, service levels, budgets, and marketing and promotional strategies. The committee shall meet quarterly, at a minimum, or when the TMA Executive Director requests one or more additional meetings. The committee shall be comprised of one representative from each funding jurisdiction (Placer County, Washoe County, and Truckee) and two members of the TMA Board of Directors. Committee appointments shall be made by the TMA Board, with the consideration of recommendations offered by the TMA Executive Director.

#### **Required Legal Agreements**

- Agreement for Airport Shuttle Service
  - This agreement is between the TNT/TMA and selected NLTE operator.
- Funding Agreement for the North Lake Tahoe Express
  - This agreement is between the TNT/TMA and NLTE funding partners.

#### **Funding Partners**

Placer County  
 Incline Village/Crystal Bay Visitors Bureau  
 Hyatt Regency Lake Tahoe Resort, Spa & Casino  
 Tahoe Biltmore Lodge and Casino  
 Town of Truckee  
 Truckee Tahoe Airport District  
 Cedar House Sport Hotel

**Goal:** The TNT/TMA shall solicit and secure new NLTE funding partners as an opportunity may arise to do so among resorts, businesses, or other interests in the region that are compatible with the goals of the North Lake Tahoe Express and this Business Plan Update.

#### **Routes and Operating Hours**

##### **Baseline Level of Service**

The current level of service, identified in Table B, Section 1 of this Business Plan Update, is defined as the Baseline Level of Service. If for any reason the level of service threatens to fall below this level, immediate consideration should be given as to whether the North Lake Tahoe Express can meet its Purpose and Need and if the service should be discontinued.

##### **Operational Goal**

The North Lake Tahoe Express shall be operated in such a manner as to maximize ridership potential while at the same time providing a level of service consistent with destination resort objectives and managing costs and required subsidies to a level considered sustainable over time.

##### **Enhanced Service Options**

In preparing this Business Plan Update, a series of potential service expansions (in the form of additional daily scheduled runs) were evaluated. It is clear from the history of ridership demand that the current limited schedules are not serving much of the potential ridership.

Note: Total ridership during Fiscal Year 2014-2015 was only 30 percent of the ridership in the busiest year (2011-2012).

Note: The Red Route is by far the most popular route, carrying an average of between 60 and 70 percent of total NLTE ridership.

Note: Peak Season and Non-Peak seasons are defined in Section 1 of this Business Plan Update as follows:

Peak Season: December 16 through March 31 and June 16 through September 30.

Non-Peak: April 1 through June 15 and October 1 through December 15.

This Business Plan Update identifies four options for enhanced service. These are:

**1. Priority Option.** Effective with adoption of this Business Plan, the Red Route will be expanded during peak seasons by two runs, one in each direction (from four runs to six runs). This option is projected to increase ridership by 759 passengers per year, and results in an increase in profits totaling approximately \$10,800. This change in level of service shall be defined as the New Baseline Level of Service.

**2. Option 2.** Expand the Blue Route by one run (from three runs to four runs) during peak seasons. This option is projected to increase ridership by an additional 309 passengers per year. While this Blue Route expansion would reduce profits by \$2,700 per year, overall profits (with the Red Route expansion identified in the Priority Option, above) would still increase by \$3,500.

**3. Option 3.** Expand the Green Route by one run (from two runs to three runs) during peak season. This option is projected to increase ridership by 265 passengers per year. However, this option would reduce profits by an estimated \$10,800, resulting in a more moderate increase in profits of \$800 (estimated) if all three options – Priority, Option 2 and Option 3 – are implemented.

**4. Holiday Route Option.** Annually, for each day during the period recognized as the Christmas through New Year's holiday, operate the combination of daily runs identified in all options above, including the Priority Option, Option 2, and Option 3. Assuming the Priority Option is adopted and ongoing during Peak Season as part of the "New Baseline Level of Service", this option adds one additional run on the Blue Route and one additional run on the Green Route during the Christmas-New Year's holiday period.

Note: The research and analysis conducted for this Business Plan Update indicates that focusing on expanded service during all "peak holiday periods" is not particularly effective. A memorandum entitled **North Lake Tahoe Express Review** prepared by LSC Transportation Consultants at the request of the TNT/TMA includes Table D. This table shows the proportion of monthly ridership in each of six holiday periods. While some periods show a relatively high concentration of demand within a holiday period (notably Christmas through New Year's) others show little or minimal relative ridership. Accordingly, the Holiday Route Option, above, includes only the period recognized as the Christmas through New Year's holiday. It does not include the five other holiday (weekends) of Martin Luther King, Presidents' Day, Memorial Day, 4<sup>th</sup> of July, and Labor Day.

#### **Conference and Group Business**

Conference and other group business is an essential element of NLTE ridership. Special shared shuttle times outside of the regular NLTE operating schedule can and will be added at the conference or group's request. Special shuttle times require a minimum guarantee of at least six (6) conference or group attendees per trip in order for special shuttle times to be added

to the daily schedule. TNT/TMA staff will remain the lead responsible party for coordinating conference and group business, in coordination with the sales representative from the group's planned destination resort, conference facility, and/or other lodging property.

### **Setting Passenger Fares**

In setting NLTE fares, it is important to balance the need for revenue with opportunities to increase ridership.

The Fare Structure goals of this Plan are to:

- Ensure the fares for conference and group business are competitive and support destination resort objectives.
- Maximize opportunities to attract families and small FIT travel groups when compared to the cost of other airport shuttle services and/or rental cars.
- Do not result in the need for unreasonable or unsustainable service subsidies from funding partners.

The LSC memorandum, ***North Lake Tahoe Express Review***, includes the most recent analysis of rate sensitivity, including the Impact of Possible Rate Increases and potential Fare Modifications. It is important to note that no changes in the current NLTE rate structure are proposed or implicit in the adoption of the Business Plan Update. Any fare modifications proposed would be considered as an action separate from the adoption of this Plan.

The complete memo ***North Lake Tahoe Express Review*** is provided as **Attachment A** to this NLTE Business Plan Update.

### **Responding to Market Demand**

An important role of the NLTE Operations Advisory Committee is to assist the TMA Executive Director and staff in tracking market indicators that may impact decisions regarding the timing of routes and other level of service considerations. These indicators shall include a regular review of arriving and departing flights at the Reno/Tahoe International Airport, large conference or group business needs, major special events, and seasonal weather. Care must be taken, however, to avoid frequent and/or multiple schedule changes that may confuse those planning or booking reservations in advance.

### **NLTE Web Site and Reservations System**

The web site and online system for booking reservations on the North Lake Tahoe Express was developed by the TNT/TMA in collaboration with NLTE program partners. TNT/TMA staff will continue to be responsible for upgrades and maintenance of the NLTE Web site and online reservations system. The demand for consumer-friendly technology that provides easy, on-site control of travel planning and booking continues to grow. Web site and booking upgrades shall incorporate any proven advancements in technology designed to make booking reservations easier and more efficient for the traveling public, including improvements to Web site and reservation system access from "smart phones" and/or other mobile communication devices. The TNT/TMA and its NLTE partners shall also utilize advances in technology, including the use of social media channels for marketing and promotional purposes.

Reservations will continue to require booking at least 24 hours in advance. This includes reservations made by telephone.

Web site: [www.northlaketahoeexpress.com](http://www.northlaketahoeexpress.com)  
Telephone: (866) 216-5222



### **Customer Service**

As reported in the 2015 *North Lake Tahoe Tourism Master Plan*, a study of comparable resort destinations reveals that high quality transit service has become a key element of the destination resort experience. The transit services available at other comparable destinations provide a substantially greater level of service that allows for higher levels of ridership. The importance of a convenient, clear and easy to navigate transportation system is growing. Increasingly, resort visitors expect to easily walk, bike or take transit to attractions and destinations. For visitors arriving by air, their experience starts with a quality airport shuttle service.

Customer service is an important component of a quality, contemporary resort destination experience, and one that invites and inspires a visitor to return. Appropriate customer service training shall be required for all those involved in the operation, management and promotion of the North Lake Tahoe Express airport shuttle. This training shall include employees of the operating contractor, including, but not limited to: those answering telephone calls to the reservation system, drivers, dispatchers, and management. The TNT/TMA shall be responsible for arranging for and/or providing this training.

### **Drivers, Dispatchers and Vehicles**

The contractor, consistent with the provisions of the Agreement for Airport Shuttle Service, shall provide each of these components of the NLTE service. The requirements associated with a qualified response to the procurement process shall be described in the Qualifications-Based Competitive Proposals approach (see below).

### **Financial Plan**

This Plan anticipates that the NLTE will always require a subsidy investment for management and marketing. However, the financial goal is for the system to increase ridership and revenues eventually requiring minimal to no subsidy for the cost of NLTE operations (operator cost). This goal comes with a caveat, that if the level of service is increased (on one or more routes), the cost of the program should be expected to increase until the added service/route has attained its projected ridership level. If any specific added service does not eventually attain its projected ridership level, suspending the additional service should be evaluated.

### **Subsidy Investment Levels**

As noted above under Financial Plan, it is expected the NLTE will always require a subsidy investment, at a minimum to support the necessary level of marketing and program management. The cost of the service provided per jurisdiction should be equivalent to the service provided to each jurisdiction.

### **Reserve Funds**

A reserve fund shall be maintained for the North Lake Tahoe Express. The reserve fund should be evaluated annually by analyzing low-level ridership for the prior fiscal year, then calculating the amount of the reserve fund to ensure it is maintained at a level that sustains the low ridership figure. If a higher reserve fund is held at the end of each annual analysis, it should be directed toward enhancements of the program, such as improved technology, increased seasonal service, to name two examples. A methodology for annually calculating the amount of reserve is shown in **Attachment B** to this Business Plan.

## Financial Tables:

## Assumptions of Revenues and Costs

<b>Impact of Operator Cost Increases on NLTE Operating Profit</b>													
Assumed Inflation Rate After 15/16 = 3 percent													
Does not include non-operator costs, such as management and marketing													
Month	Farebox Revenue	Estimated Operator Cost						Estimated Profit/Loss					
		FY 2014/15	15/16	16/17	17/18	18/19	19/20	FY 2014/15	15/16	16/17	17/18	18/19	19/20
July	\$37,628	\$35,728	\$40,040	\$41,241	\$42,478	\$43,753	\$45,065	\$1,900	(\$2,412)	(\$3,613)	(\$4,850)	(\$6,125)	(\$7,437)
Aug	\$33,674	\$33,568	\$37,619	\$38,747	\$39,910	\$41,107	\$42,340	\$106	(\$3,945)	(\$5,073)	(\$6,236)	(\$7,433)	(\$8,666)
Sept	\$22,125	\$22,780	\$25,529	\$26,295	\$27,083	\$27,896	\$28,733	(\$655)	(\$3,404)	(\$4,170)	(\$4,958)	(\$5,771)	(\$6,608)
Oct	\$9,485	\$13,050	\$14,625	\$15,064	\$15,516	\$15,981	\$16,461	(\$3,565)	(\$5,140)	(\$5,579)	(\$6,031)	(\$6,496)	(\$6,976)
Nov	\$6,318	\$8,831	\$9,896	\$10,193	\$10,499	\$10,814	\$11,138	(\$2,513)	(\$3,578)	(\$3,875)	(\$4,181)	(\$4,496)	(\$4,820)
Dec	\$32,025	\$27,130	\$30,404	\$31,316	\$32,255	\$33,223	\$34,220	\$4,895	\$1,621	\$709	(\$230)	(\$1,198)	(\$2,195)
Jan	\$43,197	\$36,352	\$40,739	\$41,961	\$43,220	\$44,516	\$45,852	\$6,846	\$2,458	\$1,236	(\$23)	(\$1,319)	(\$2,655)
Feb	\$31,272	\$26,912	\$30,160	\$31,065	\$31,997	\$32,957	\$33,945	\$4,360	\$1,112	\$207	(\$725)	(\$1,685)	(\$2,673)
Mar	\$30,320	\$25,013	\$28,031	\$28,872	\$29,738	\$30,631	\$31,549	\$5,308	\$2,289	\$1,448	\$582	(\$311)	(\$1,229)
Apr	\$22,658	\$15,211	\$17,046	\$17,558	\$18,084	\$18,627	\$19,186	\$7,448	\$5,612	\$5,100	\$4,574	\$4,031	\$3,472
May	\$11,451	\$15,167	\$16,998	\$17,507	\$18,033	\$18,574	\$19,131	(\$3,716)	(\$5,547)	(\$6,056)	(\$6,582)	(\$7,123)	(\$7,680)
June	\$24,180	\$22,229	\$24,911	\$25,659	\$26,428	\$27,221	\$28,038	\$1,952	(\$731)	(\$1,479)	(\$2,248)	(\$3,041)	(\$3,858)
Total	\$304,333	\$281,968	\$315,998	\$325,477	\$335,242	\$345,299	\$355,658	\$22,365	(\$11,665)	(\$21,144)	(\$30,909)	(\$40,966)	(\$51,325)

## Five-Year Projections of Revenues, Costs, and Subsidy Requirements

<b>Impact of Service Expansion</b>							
	<b>Service Run Levels -- Peak/Offpeak Runs per day</b>						
	Route	Existing	Expand Red		Expand All	Expand All	Expand All
			Peak Only	& Blue Peak Only	Routes Peak Only	Routes Peak and Offpeak	Routes Peak Weeks Only
	Red	4/3	6/3	6/3	6/3	6/4	6/3
	Green	2/1	2/1	2/1	3/1	3/2	3/1
	Blue	3/2	3/2	4/2	4/2	4/3	4/2
<b>Annual Ridership</b>	Red	3,923	4,682	4,682	4,682	4,839	4,036
	Green	652	652	652	917	946	746
	Blue	1,824	1,824	2,133	2,133	2,226	1,894
	Total	6,399	7,158	7,467	7,732	8,011	6,676
<b>Annual Fare Revenue</b>	Red	\$185,840	\$221,785	\$221,785	\$221,785	\$229,226	\$191,209
	Green	\$30,400	\$30,400	\$30,400	\$30,400	\$31,362	\$34,780
	Blue	\$88,093	\$88,093	\$103,022	\$103,022	\$107,524	\$91,451
	Total	\$304,333	\$340,278	\$355,208	\$355,208	\$368,113	\$317,441
<b>Annual Operating Costs (At FY 2015/16 Rates)</b>	Red	\$177,750	\$203,108	\$203,108	\$203,108	\$212,965	\$182,108
	Green	\$35,888	\$35,888	\$35,888	\$38,631	\$42,298	\$42,502
	Blue	\$104,044	\$104,044	\$126,309	\$126,309	\$136,596	\$109,671
	Total	\$317,682	\$343,039	\$365,303	\$368,046	\$391,859	\$334,281
<b>Annual Operating Profits (At FY 2015/16 Rates)</b>	Red	\$8,090	\$18,679	\$18,679	\$18,679	\$16,261	\$9,101
	Green	-\$5,488	-\$5,488	-\$5,488	-\$8,230	-\$10,936	-\$7,722
	Blue	-\$15,952	-\$15,952	-\$23,286	-\$23,286	-\$29,072	-\$18,220
	Total	-\$13,349	-\$2,761	-\$10,095	-\$12,838	-\$23,746	-\$16,840
<b>Marginal Ridership</b>	Red	--	759	759	759	916	113
	Green	--	0	0	265	294	94
	Blue	--	0	309	309	402	70
	Total	--	759	1068	1333	1612	277
<b>Marginal impact on Profit</b>	Red	--	\$10,589	\$10,589	\$10,589	\$8,172	\$1,011
	Green	--	\$0	\$0	-\$2,743	-\$5,448	-\$2,234
	Blue	--	\$0	-\$7,335	-\$7,335	-\$13,120	-\$2,288
	Total	--	\$10,589	\$3,254	\$511	-\$10,397	-\$3,491
<b>Marginal Impact on Profit per Additional Psgr</b>	Red	--	\$13.95	\$13.95	\$13.95	\$8.92	\$8.92
	Green	--	--	--	-\$10.37	-\$18.56	-\$23.79
	Blue	--	--	-\$23.73	-\$23.73	-\$32.61	-\$32.61
	Total	--	\$13.95	\$3.05	\$0.38	-\$6.45	-\$12.61
<b>Annual Cost (1)</b>	2015/16	\$317,682	\$343,039	\$365,303	\$368,046	\$391,859	\$334,281
	2016/17	\$327,213	\$353,330	\$376,262	\$379,087	\$403,615	\$344,309
	2017/18	\$337,029	\$363,930	\$387,550	\$390,460	\$415,724	\$354,639
	2018/19	\$347,140	\$374,848	\$399,177	\$402,174	\$428,195	\$365,278
	2019/20	\$357,554	\$386,093	\$411,152	\$414,239	\$441,041	\$376,236
<b>Annual Revenue (1)</b>	2015/16	\$304,333	\$340,278	\$355,208	\$355,208	\$368,113	\$317,441
	2016/17	\$313,463	\$350,486	\$365,864	\$365,864	\$379,157	\$326,964
	2017/18	\$322,867	\$361,001	\$376,840	\$376,840	\$390,531	\$336,773
	2018/19	\$332,553	\$371,831	\$388,145	\$388,145	\$402,247	\$346,876
	2019/20	\$342,529	\$382,986	\$399,789	\$399,789	\$414,315	\$357,282
<b>Annual Profit (Loss)</b>	2015/16	-\$13,349	-\$2,761	-\$10,095	-\$12,838	-\$23,746	-\$16,840
	2016/17	-\$13,750	-\$2,843	-\$10,398	-\$13,223	-\$24,459	-\$17,346
	2017/18	-\$14,162	-\$2,929	-\$10,710	-\$13,620	-\$25,192	-\$17,866
	2018/19	-\$14,587	-\$3,017	-\$11,031	-\$14,029	-\$25,948	-\$18,402
	2019/20	-\$15,025	-\$3,107	-\$11,362	-\$14,449	-\$26,726	-\$18,954

Note: Costs assume a 3 percent rate of inflation after 2015/16, while revenues assume a parallel 3 percent annual increase in the fare schedule after 2015/16. Revenues assume no underlying trend in ridership growth.

**Process for Procurement of NLTE Operator Proposals -  
Using a Qualifications-Based Competitive Proposals Approach**

In preparing this Business Plan Update, authors consulted with staff at the Tahoe Transportation District (TTD) and the Placer County Executive Office (CEO). Together, we reviewed provisions of the adopted TTD Procurement Manual (August 2015) and the Request for Proposals/Request for Qualifications Handbook prepared for the Placer County Department of Administrative Services, Procurement Services Division (December 2011). Given that Placer County is the largest NLTE funding partner, it was appropriate to secure the support of CEO staff for the procurement process identified for the release of a request to review qualified contractor proposals. As the result of this consultation, staff at the County Executive Office agreed, "use of the qualifications-based competitive proposals section (in the TTD Procurement Manual) is an acceptable procurement method for sourcing operators for the North Lake Tahoe Express airport shuttle service." Accordingly, the TNT/TMA will use a Qualifications-Based Competitive Proposals Approach to sourcing potential NLTE operators.

This approach is detailed in Chapter 7 of the TTD Procurement Manual and is included as **Attachment C** to this Business Plan.

**Timeline**

The procurement process will begin upon final adoption of this updated Business Plan. Once the final business plan is adopted, TMA staff will work with independent legal counsel as well as TTD legal counsel to review current contracts in place, past RFP's, and prepare for a qualifications-based competitive proposal process. The goal of the TMA is to adhere to the timeline set forth by NLTRA and Placer County for this process, with the request for proposals to be released no later than the end of December 2015.

Moving forward, the procurement process for NLTE operations would occur every 3-5 years, dependent on contract extension negotiations for years 4 and 5. This translates to a 3-year contract with two one-year options, with the typical termination provisions available to either party. The timeline for initiating any new contract or negotiations for an extension should begin no later than 12 months prior to end of contract term in place at that time. In the event a new operator may be selected, adequate time for a proper transition must be available.



## TRANSPORTATION PLANNING AND TRAFFIC ENGINEERING CONSULTANTS

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### MEMORANDUM

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To: Jaime Wright, TNT/TMA

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

Date: October 19, 2015

RE: North Lake Tahoe Express Review

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This memo presents an evaluation of near-term options for the North Lake Tahoe Express program. This analysis is based upon the FY 2014-15 ridership and financial results, now that we have a full year of data subsequent to the major changes in contracting and service levels.

#### Impact of Possible Rate Increases

Before considering modifications to the program, it is worthwhile to review what may happen to subsidy requirements simply due to possible rate increases by the current contractor. The contractor recently raised the rate from \$58 to \$65 per vehicle-hour. In FY 2014/15, the program made a net operating profit (excluding management, marketing and other non-operator costs) of approximately \$22,000. Assuming no change in fare revenues, Table A indicates that the current year will see a net operating *loss* of approximately \$11,700. Further assuming a 3 percent increase in subsequent years, within 5 years this loss (assuming no fare increases) will increase to approximately \$51,300 per year. In addition, the months in which an operating loss occurs will increase from last year's four months up to 11 months by FY 2018/19.

#### Fare Modifications

One option to be considered to reduce operating losses would be to increase NLTE fares. At present, NLTE fares are as follows:

- 1-2 person in travel group -- \$49 one-way each
- 3-4 persons in travel group -- \$45 one-way each
- 5-10 persons in travel group -- \$42 one-way each
- 11-12 persons in travel group -- \$32 one-way each

The discount for larger groups is intended to make the service more competitive against other options for larger travel groups.



One key issue with a fare increase is the impact on the comparative costs of NLTE versus these other options. Table B presents a summary of current costs, by size of travel group. This indicates the following:

- NLTE is currently cheaper than Airport Minibus and Tahoe Sierra Transportation for groups of 3 or less, but more expensive for groups of 4 or more.
- For a travel group of 2 persons, NLTE is cheaper than a 2-WD rental car only if the group stays for 3 or more days. For a group of 3, NLTE only saves money if the group is staying 5 or more days.
- If NLTE base fare was to increase by \$5 (and other fares increased proportionally), a 3-person group that currently would save \$18 compared with Airport Minibus would instead pay \$8 more than Airport Minibus (round trip). This NLTE fare increase would also make a rental car for a group of 3 staying 4 days \$40 more expensive than NLTE, and would make the rental car cost for 2 persons staying 3 days effectively equal to NLTE.

It is clear from this comparison that a fare increase could cause a substantial proportion of existing NLTE riders to choose other, less expensive options. Considering the loss in ridership, at best a \$5 fare increase would reduce ridership on the order of 7 percent, yielding a net increase in fare revenues of roughly \$9,000. However, if the ridership drop exceeds 9 percent, this fare increase would yield a net reduction in fare revenues. A fare increase in the near term therefore would be counter to the goal of increasing access to the Tahoe Region, for relatively little financial benefit.<sup>1</sup>

The other key factor with a fare increase is that it would tend to reduce the average travel group size (by increasing group travel costs against other options that do not vary by group size). As a result the number of NLTE runs with 1 or 2 passengers on them would increase. As these are exactly the type of runs that require a net subsidy, any increase in fare revenues could be quickly exceeded by an increase in runs that require subsidies.

### Service Expansions

A series of expansions in service (in the form of additional daily scheduled runs) were evaluated. It is clear from the history of ridership demand that the current limited schedules are not serving much of the potential ridership<sup>2</sup>. The ridership and cost impacts were evaluated for the following five options:

1. Expanding the daily number of runs in the peak seasons on the Red Route (Squaw Valley, Tahoe City) from the current 4 runs to 6 runs.<sup>3</sup>
2. In addition to #1, expanding the number of Blue Route (Incline Village, Kings Beech) runs in peak seasons from 3 to 4.
3. In addition to #1 and #2, expanding the number of Green Route (Northstar) runs in peak season from 2 to 3.

<sup>1</sup> If inflation picks up and results in fare increases among competing services and rental car costs, a fare increase for NLTE would become feasible.

<sup>2</sup> FY 2014/15 total ridership is only 30 percent of the ridership in the busiest year (2011-12).

<sup>3</sup> The Red Route is by far the most popular route, with 61 percent of total NLTE ridership.

4. In addition to the peak season expansions in the previous alternatives, increase the number of daily runs on each route in the offseasons by 1 (Red Route from 3 to 4, Green Route from 1 to 2, and Blue Route from 2 to 3).
5. Implement the additional runs identified in Option 3 (in peak seasons, on all routes), but only during the following peak holiday periods:

December 18 - January 3, 2016 (Christmas & New Years)

January 15 - 18 (Martin Luther King)

February 12-15 (President's Day)

May 27-30 (Memorial Day)

July 1-5 (4th of July)

September 2-5 (Labor Day)

As a first step, recent ridership data was reviewed to define peak and off-peak seasons. As shown in Figure A, ridership is relatively high in June, July and August (summer season) and in December through March (winter season). While specific season start/end dates are not necessarily the first of the month, these months were assumed to reflect the peak seasons.

Identifying cost impacts is complicated by the fact that low-ridership runs (with 1 or 2 passengers) run at a loss, while zero ridership runs are not run (and thus do not have an impact on profit/loss), and runs with greater ridership generate an operating profit. To develop a method for forecasting the costs and profit/loss associated with additional runs based on ridership, FY 2014/15 ridership and profit/loss by route, run end month was evaluated. This data was used to conduct regression analysis, as shown in Figures B, C and D for the Red, Blue and Green Routes, respectively. As an example, Figure B indicates that Red Route runs require roughly 20 passengers per month (by run time and direction, total over the entire month) before the run generates a net profit. However, there are runs with lower total monthly ridership that still generate a profit (due to higher average ridership on fewer runs), as well as those with higher total monthly ridership that still result in an operating loss (due to ridership spread over more runs). Figure E presents the data for the three routes on a single graph, providing a good overall picture of the relative profitability of the three routes. This reflects the relatively high proportion of months that the Red Route generates a profit, as well as the relatively large variance in profitability by month on the Green Route.

The total monthly ridership by route for each service expansion was then estimated, based on the proportionate increase in daily runs, the relative ridership by time of day, and reflecting that the percentage increase in ridership would not equal or exceed the percentage increase in service levels. For instance, for the expansion of peak season Red Route service from 4 to 6 runs, it was estimated that this 50 percent increase in service level would result in a 25 percent increase in ridership. (Given the high historic ridership, this is conservatively low.) This process also reflected the fact that additional runs would tend to reduce ridership on existing runs, as some existing riders would find the new runs more convenient.

The operating profit of the expanded runs by month was then calculated, using the regression equation. For example, the profit of a new Red Route run can be estimated by the following equation:

$$\text{Monthly Operating Profit} = 19.572 \times \text{Monthly Ridership} - 443.15$$

The results were then adjusted to reflect the FY 2015/16 operator rates (rather than the FY 2014/15 rates that the regression analysis was based upon).

The results of this analysis are shown in Table C, and indicate the following:

- Expanding Red Route service in the peak seasons by two runs in each direction would increase annual ridership by 759 passengers per year, and would result in an increase in profits totaling approximately \$10,800 annually.
- Adding an additional daily peak season Blue Route run would increase ridership an additional 309 passengers. While this Blue Route expansion would reduce profits by \$7,300, overall profits (with the Red Route expansion) would still increase by \$3,500.
- Also adding an additional Green Route daily peak season run would add another 265 passenger-trips (to a total increase of 1,333). This expansion would reduce profits by \$2,700 per year, however an overall net modest \$800 increase is generated by this scenario in total.
- Adding one daily off-season run in each direction on each route would increase total ridership by 279, but would reduce operating profit by an estimated \$10,800 per year (or \$10,100 per year from no-change conditions).
- Focusing expanded service on peak holiday periods is not particularly effective. The proportion of the monthly ridership in each holiday period (by route) is shown in Table D. While some periods show a relatively high concentration of demand within the holiday period (notably Christmas through New Year's) others show little or minimal relative ridership. A review of the ridership data by day indicates that there are often periods of high demand outside of these holiday periods, probably generated by attendees of conferences (which tend to be scheduled away from the peak holiday periods). This option also would be problematic to manage and market, with schedules varying 12 times over the course of the year.
- A review of the cost (or negative profit) per additional passenger-trip, shown in the bottom of Table C, indicates that \$14.20 in additional profits can be generated for each additional peak-season Red Route rider carried. On the other extreme, adding one additional Blue Route run in both peak and off-peak seasons reduces profit by \$32.36 for every additional passenger served. Overall, adding the additional runs in the off seasons requires \$38.82 in additional subsidy for every passenger-trip served. It is clear from this that adding off-season runs is a matter of wanting to expand access (and economic activity) in the current off-seasons, rather than to improve the economic performance of the NLTE.
- The bottom portion of Table C presents forecasts of profitability over the next five years under each of the five options. This assumes both a 3 percent increase in contract operating costs each year (starting in FY 2018/17) as well as a 3 percent increase in the rate schedule, but no underlying growth trend in ridership (beyond the impact of the individual alternative). All options are forecast to generate an operating loss, which would grow modestly over the five-year period. The option with the greatest increase in ridership also is the option with the greatest operating loss. The option with the smallest

operating loss is that which focuses service expansion on the Red Route (as this is the most relatively profitable of the three routes).

**TABLE A: Impact of Operator Cost Increases on NLTE Operating Profit**

Assumed Inflation Rate After 15/16 = 3 percent

Does not include non-operator costs, such as management and marketing

Month	Farebox Revenue	Estimated Operator Cost						Estimated Profit/Loss					
		FY 2014/15	15/16	16/17	17/18	18/19	19/20	FY 2014/15	15/16	16/17	17/18	18/19	19/20
July	\$37,628	\$35,728	\$40,040	\$41,241	\$42,478	\$43,753	\$45,065	\$1,900	(\$2,412)	(\$3,613)	(\$4,850)	(\$6,125)	(\$7,437)
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Oct	\$9,485	\$13,050	\$14,625	\$15,064	\$15,516	\$15,981	\$16,461	(\$3,565)	(\$5,140)	(\$5,579)	(\$6,031)	(\$6,496)	(\$6,976)
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May	\$11,451	\$15,167	\$16,998	\$17,507	\$18,033	\$18,574	\$19,131	(\$3,716)	(\$5,547)	(\$6,056)	(\$6,582)	(\$7,123)	(\$7,680)
June	\$24,180	\$22,229	\$24,911	\$25,659	\$26,428	\$27,221	\$28,038	\$1,952	(\$731)	(\$1,479)	(\$2,248)	(\$3,041)	(\$3,858)
Total	\$304,333	\$281,968	\$315,998	\$325,477	\$335,242	\$345,299	\$355,658	\$22,365	(\$11,665)	(\$21,144)	(\$30,909)	(\$40,966)	(\$51,325)



**TABLE B: Impact of Fare Increases**

FY 2015/15 \$

Base Fare	Ridership			Fare Revenue		
	#	Change	% Change	#	Change	% Change
\$49	6,399	--	--	\$304,333	--	--
\$54	5,978	-421	-7%	\$313,335	\$9,002	3%
\$59	5,619	-780	-12%	\$321,770	\$17,437	6%

**TABLE C: Impact of Service Expansion**

	Service Run Levels -- Peak/Offpeak Runs per day					
	Route	Existing	Expand Red Peak Only	Expand Red & Blue Peak Only	Expand All Routes Peak Only	Expand All Routes Peak and Offpeak Weeks Only
<b>Annual Ridership</b>	Red	4/3	6/3	6/3	6/3	6/3
	Green	2/1	2/1	2/1	3/1	3/1
	Blue	3/2	3/2	4/2	4/2	4/2
	Red	3,923	4,682	4,682	4,682	4,839
	Green	652	652	652	917	746
<b>Annual Fare Revenue</b>	Blue	1,824	1,824	2,133	2,133	2,226
	Total	6,399	7,158	7,467	7,732	8,011
	Red	\$185,840	\$221,785	\$221,785	\$221,785	\$229,226
	Green	\$30,400	\$30,400	\$30,400	\$30,400	\$31,362
	Blue	\$88,093	\$88,093	\$103,022	\$103,022	\$107,524
<b>Annual Operating Costs (At FY 2015/16 Rates)</b>	Total	\$304,333	\$340,278	\$355,208	\$355,208	\$368,113
	Red	\$177,750	\$203,106	\$203,106	\$203,106	\$212,965
	Green	\$35,888	\$35,888	\$35,888	\$38,631	\$42,298
	Blue	\$104,044	\$104,044	\$126,309	\$126,309	\$136,596
	Total	\$317,682	\$343,039	\$365,303	\$368,046	\$391,859
<b>Annual Operating Profits (At FY 2015/16 Rates)</b>	Red	\$8,090	\$18,679	\$18,679	\$18,679	\$16,261
	Green	-\$5,488	-\$5,488	-\$5,488	-\$8,230	-\$10,936
	Blue	-\$15,952	-\$15,952	-\$23,286	-\$23,286	-\$29,072
	Total	-\$13,349	-\$2,761	-\$10,095	-\$12,838	-\$23,746
	Red	--	759	759	759	916
<b>Marginal Ridership</b>	Green	--	0	0	265	294
	Blue	--	0	309	309	402
	Total	--	759	1068	1333	1612
	Red	--	\$10,589	\$10,589	\$10,589	\$8,172
	Green	--	\$0	\$0	-\$2,743	-\$5,448
<b>Marginal Impact on Profit</b>	Blue	--	\$0	-\$7,335	-\$7,335	-\$13,120
	Total	--	\$10,589	\$3,254	\$511	-\$10,397
	Red	--	\$13.95	\$13.95	\$13.95	\$8.92
	Green	--	--	--	-\$10.37	-\$18.56
	Blue	--	--	-\$23.73	-\$23.73	-\$32.61
<b>Marginal Impact on Profit per Additional Psgr</b>	Total	--	\$13.95	\$3.05	\$0.38	-\$6.45
	Red	--	\$13.95	\$13.95	\$13.95	\$8.92
	Green	--	--	--	-\$10.37	-\$18.56
	Blue	--	--	-\$23.73	-\$23.73	-\$32.61
	Total	--	\$13.95	\$3.05	\$0.38	-\$6.45
<b>Annual Cost (1)</b>	2015/16	\$317,682	\$343,039	\$365,303	\$368,046	\$391,859
	2016/17	\$327,213	\$353,330	\$376,262	\$379,087	\$403,615
	2017/18	\$337,029	\$363,930	\$387,550	\$390,460	\$415,724
	2018/19	\$347,140	\$374,848	\$399,177	\$402,174	\$428,195
	2019/20	\$357,554	\$386,093	\$411,152	\$414,239	\$441,041
<b>Annual Revenue (1)</b>	2015/16	\$304,333	\$340,278	\$355,208	\$355,208	\$368,113
	2016/17	\$313,463	\$350,486	\$365,864	\$365,864	\$379,157
	2017/18	\$322,867	\$361,001	\$376,840	\$376,840	\$390,531
	2018/19	\$332,553	\$371,831	\$388,145	\$388,145	\$402,247
	2019/20	\$342,529	\$382,986	\$399,789	\$399,789	\$414,315
<b>Annual Profit (Loss)</b>	2015/16	-\$13,349	-\$2,761	-\$10,095	-\$12,838	-\$23,746
	2016/17	-\$13,750	-\$2,843	-\$10,398	-\$13,223	-\$24,459
	2017/18	-\$14,162	-\$2,929	-\$10,710	-\$13,620	-\$25,192
	2018/19	-\$14,587	-\$3,017	-\$11,031	-\$14,029	-\$25,948
	2019/20	-\$15,025	-\$3,107	-\$11,362	-\$14,449	-\$26,726

Note: Costs assume a 3 percent rate of inflation after 2015/16, while revenues assume a parallel 3 percent annual increase in the fare schedule after 2015/16. Revenues assume no underlying trend in ridership growth.

**TABLE D: Percent of Monthly Ridership In Peak Periods**

		Jul 1-5	Labor Day	Dec 18-31	Jan 1-3	Jan 15-18	Feb 12-15	May 27-30
Red	From	23%	17%	48%	2%	5%	11%	15%
	To	13%	8%	56%	17%	6%	10%	30%
Green	From	28%	18%	68%	36%	5%	12%	0%
	To	9%	29%	73%	23%	8%	18%	0%
Blue	From	12%	10%	50%	17%	17%	13%	23%
	To	7%	8%	69%	18%	11%	27%	13%

Figure A: NLTE Monthly Ridership by Route -- FY 2014/15

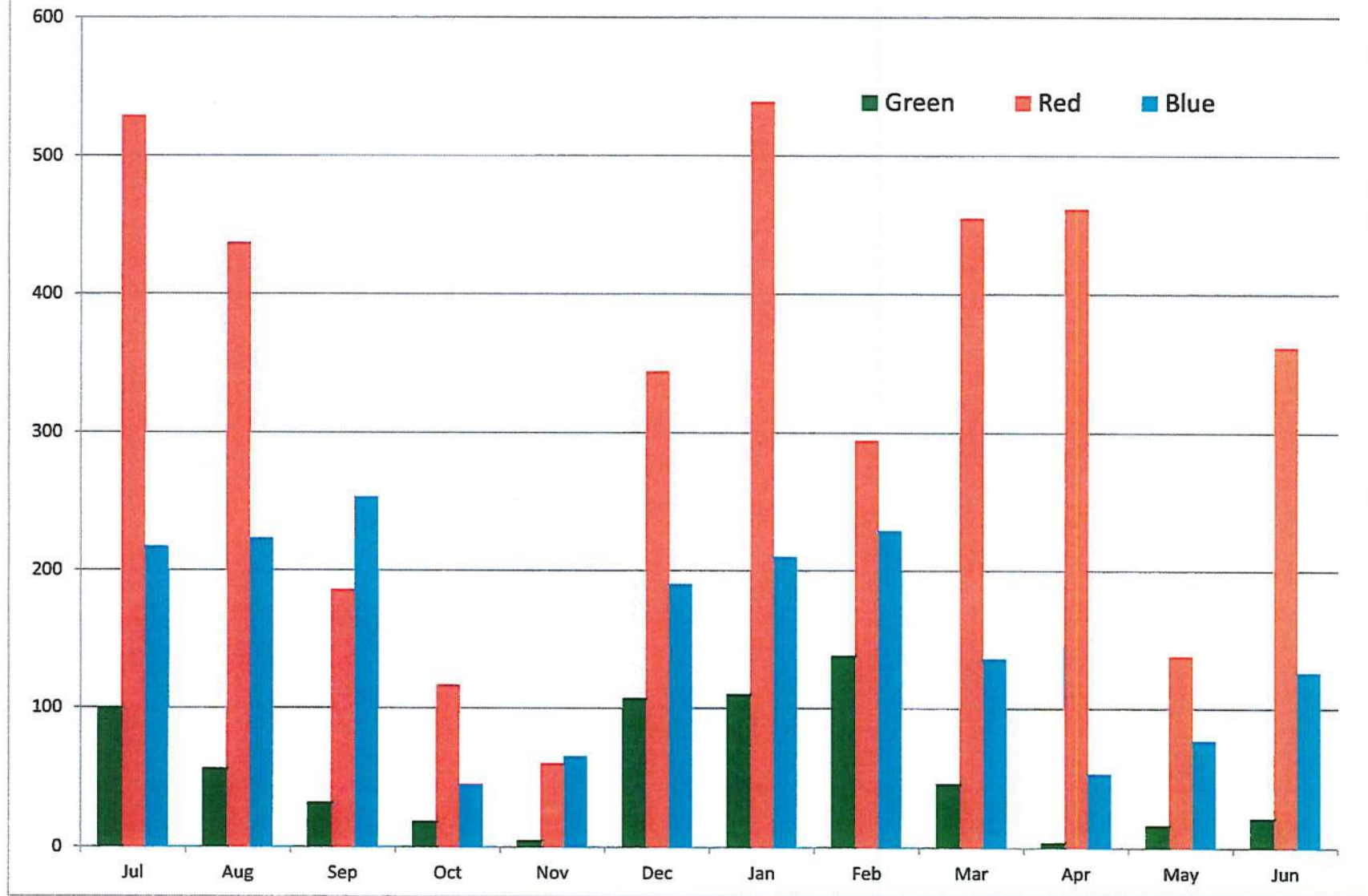


Figure B: Monthly Passengers per Run vs. Profit -- Red Route

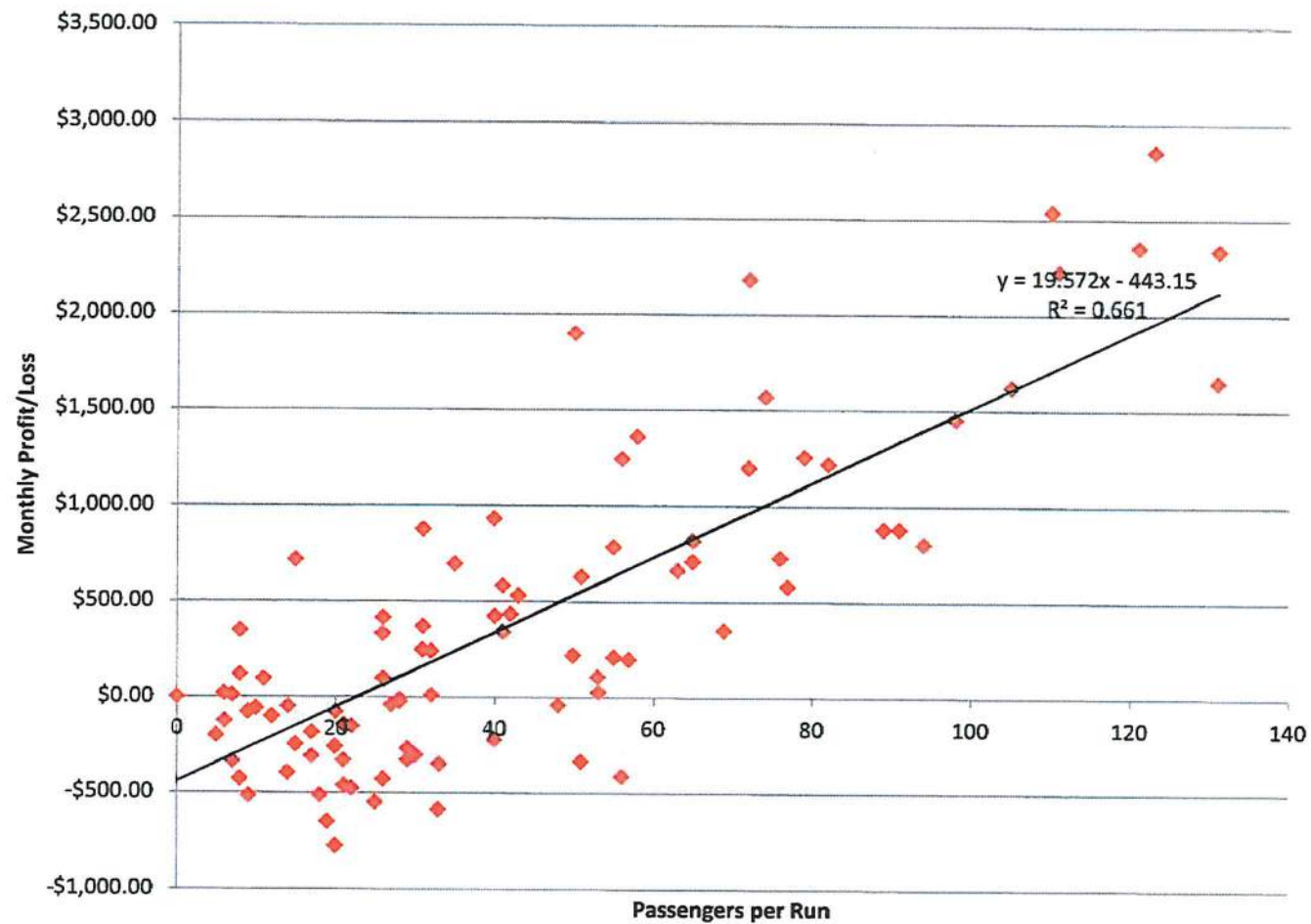




Figure C: Monthly Passenger per Run vs. Profit -- Blue

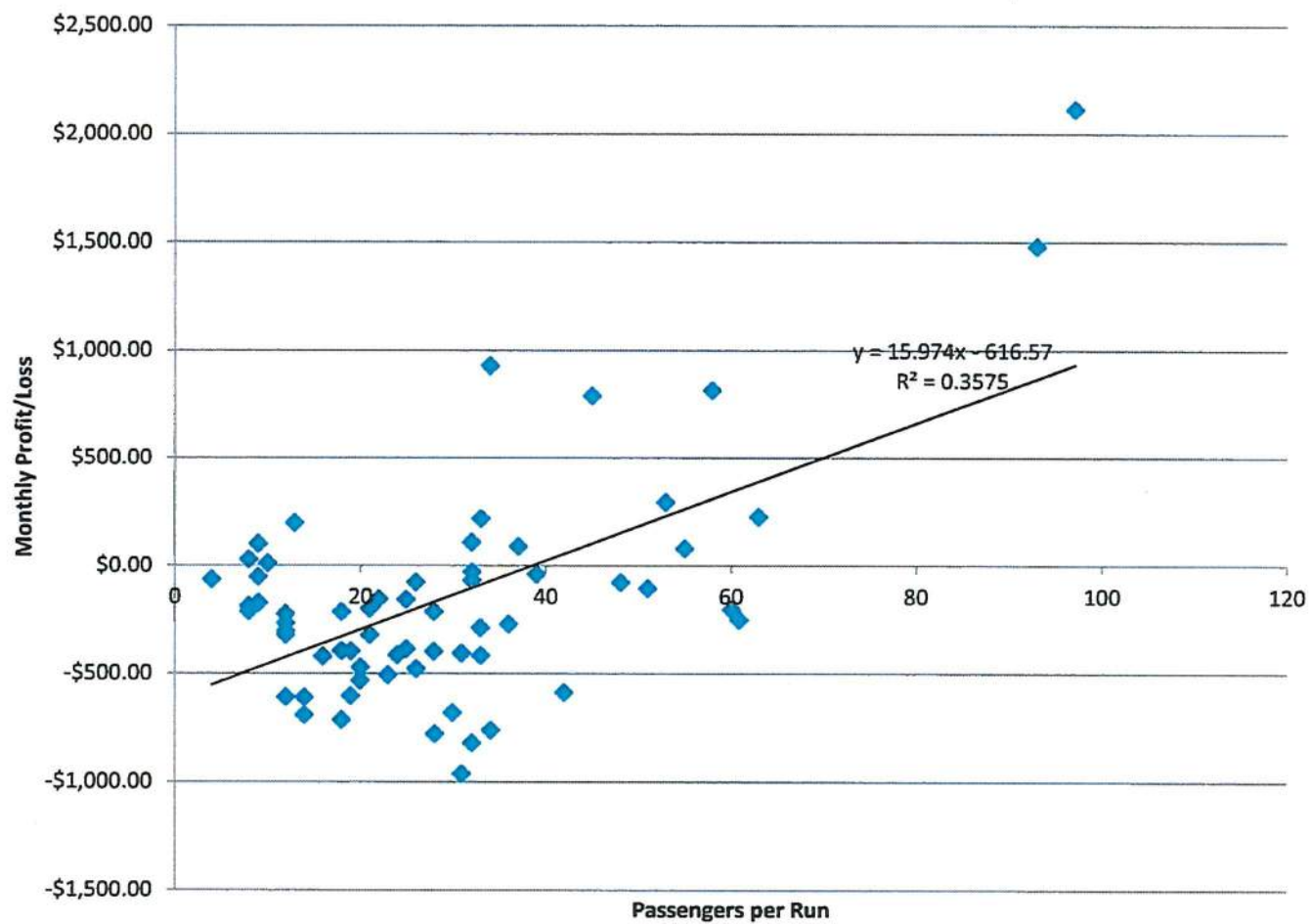


Figure D: Monthly Passenger per Run vs. Profit -- Green

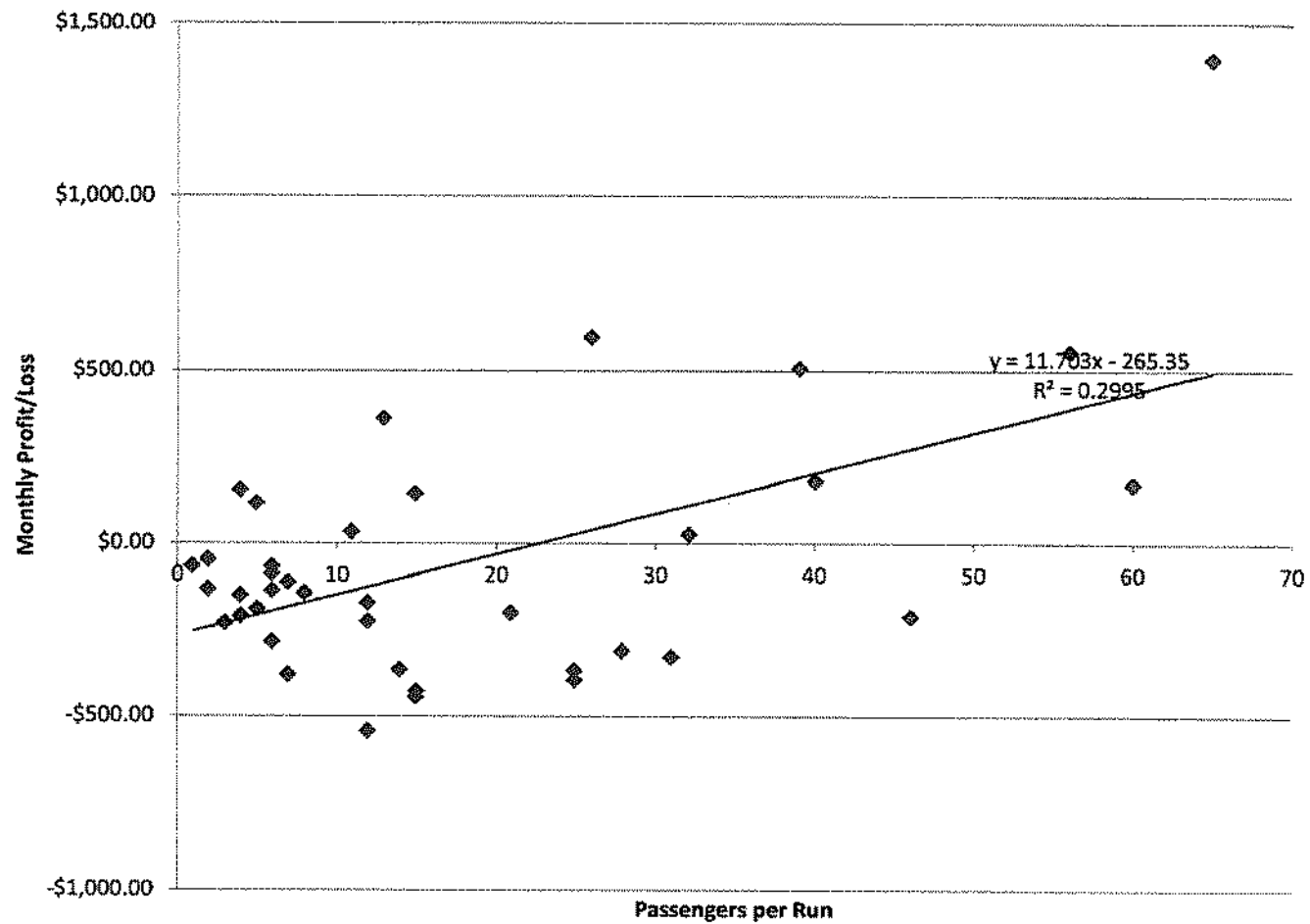
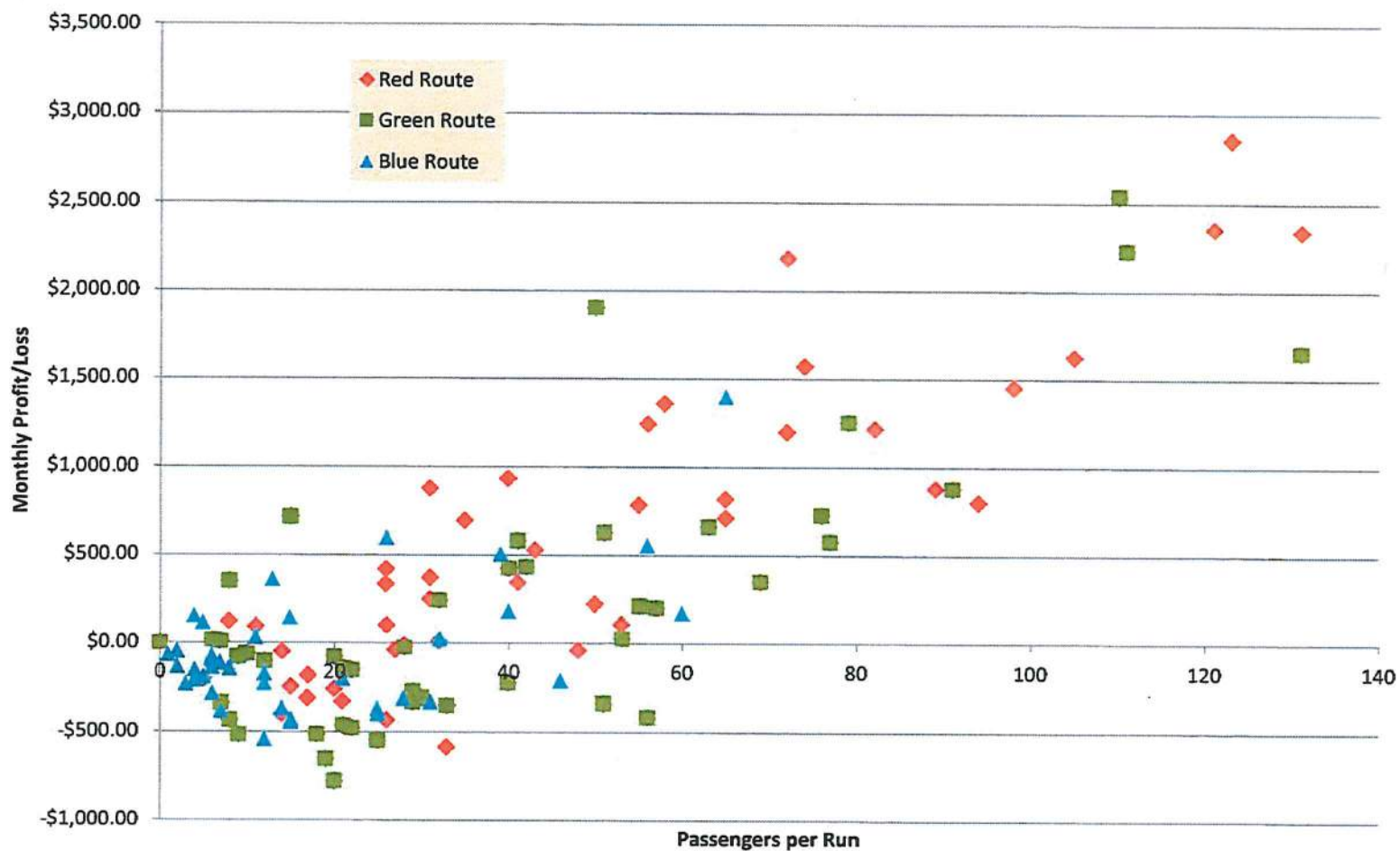


Figure E: Monthly Passengers per Run vs. Profit -- All Routes



## NLTE Subsidy Reserve Analysis

2015-16

### Subsidy Projections 2015-16

Total Operator Subsidy Budget 15-16	72,000.00
Projected Operator Subsidy 15-16	11,665.00
Rollover Reserve 14-15	72,000.00
<b>Total Reserve</b>	<b>\$132,335.00</b>

### Reserve Fund Assumptions

#### Low Ridership Calculations - FALL (Alt. 1)

Passengers (Sept - Nov 2014)	781
Passenger Revenues (Sept - Nov 2014)	\$ 37,928.00
Number of Runs Operated (Sept - Nov 2014)	349
Average Operator Per Run Cost (2.33 Hours @ \$65/Hr.)	\$ 151.45
Average Operator Cost - Low Ridership Alt. 1	\$ 52,856.05
Subsidy Required Per Quarter - Low Ridership Alt. 1	\$ 14,928.05
Subsidy Reserve - Low Ridership Alt. 1	<b>\$ 59,712.20</b>

#### Low Ridership Calculations - SPRING (Alt. 2)

Passengers (April - June 2015)	1259
Passenger Revenues (April - June 2015)	\$ 55,452.00
Number of Runs Operated (April - June 2015)	400
Average Operator Per Run Cost (2.33 Hours @ \$65/Hr.)	\$ 151.45
Average Operator Cost - Low Ridership Alt. 2	\$ 60,580.00
Subsidy Required Per Quarter - Low Ridership Alt. 2	\$ 5,128.00
Subsidy Reserve - Low Ridership Alt. 2	<b>\$ 20,512.00</b>

#### Medium Ridership Calculations

Passengers (July - Sept 2014)	2032
Passenger Revenues (July - Sept 2014)	\$ 93,427.00
Number of Runs Operated (July - Sept 2014)	695
Average Operator Per Run Cost (2.33 Hours @ \$65/Hr.)	\$ 151.45
Average Operator Cost - Med. Ridership	\$ 105,257.75
Subsidy Required Per Quarter - Med. Ridership	\$ 11,830.75
Subsidy Reserve - Med. Ridership	<b>\$ 47,323.00</b>

#### High Ridership Calculations

Passengers (Dec 14 - March 2015)	2798
Passenger Revenues (Dec 14 - March 2015)	\$ 135,389.00
Number of Runs Operated (Dec 14 - March 2015)	885
Average Operator Per Run Cost (2.33 Hours @ \$65/Hr.)	\$ 151.45
Average Operator Cost - High Ridership	\$ 134,033.25
Subsidy Required Per Quarter - High Ridership	\$ (1,355.75)
Subsidy Reserve - High Ridership	<b>\$ (5,423.00)</b>

### Reserve Fund Projected Allocations

<b>Reserve Fund Projected Balance - FY 2015-16 Year-End</b>	<b>\$ 132,335.00</b>
Business Plan Update - Consultant Cost Estimate	\$ -
Increased Operations 2015-16	\$ -
<b>Reserve Fund Balance</b>	<b>\$ 132,335.00</b>



## CHAPTER 7

### QUALIFICATIONS-BASED COMPETITIVE PROPOSALS

**SECTION 7.1 Selection of Method.** Qualifications-based competitive proposal procedures (i.e. Brooks Act procedures) shall be used when contracting for A&E Services. In general, qualifications-based competitive proposal procedures require that:

7.1.1 A firm's qualifications be evaluated;

7.1.2 Price be excluded as an evaluation factor;

7.1.3 Negotiations be conducted with only the most qualified firm; and

7.1.4 Failing agreement on price, negotiations with the next most qualified firm whose price is fair and reasonable.

**SECTION 7.2 General Qualifications.** The Purchasing Agent may prepare a request for statements of general qualifications for A&E Services expected to be necessary in connection with the Capital Improvement Program and Transit Program (a "Program RFQ").

7.2.1 Program RFQ. The Program RFQ shall describe the Capital Improvement Program and/or Transit Program and the A&E Services expected to be necessary, and shall ask firms to provide the following types of information:

7.2.1.1 The location of the firm's offices;

7.2.1.2 The number of personnel by discipline (e.g. architects, civil engineer's geologists, surveyors, soils engineers, etc.);

7.2.1.3 A profile of the firm's project experience for the last five years in relevant types of projects and categories;

7.2.1.4 A profile of the firm's specialization in listed categories of work to be used in developing a small tasks on-call list for A&E Services;

7.2.1.5 A summary of professional services fees received for each of the past five years; and

7.2.1.6 Any other information deemed relevant to the Capital Improvement Program and Transit Program by the District Manager.

7.2.2 Resource File. The Purchasing Agent shall compile and maintain a consultant resource file with the names of firms that responded to the Program RFQ and their respective disciplines, personnel resources, and experience.

**SECTION 7.3 Project Specific Qualifications.** The Purchasing Agent may prepare a request for statements of project specific qualifications for A&E Services expected to be necessary in connection with any project(s) in the Capital Improvement Program or Transit Program (a "Project RFQ").



7.3.1 Authorization. The District Manager can authorize the issuance of a Project RFQ for procurements of \$75,000 or less. The Board must authorize the issuance of a Project RFQ for procurements over \$75,000.

7.3.2 Contents. The Project RFQ shall include the following:

- 7.3.2.1 A description of any project(s) for which A&E Services are expected to be necessary;
- 7.3.2.2 A description of the A&E Services sought for each project;
- 7.3.2.3 Any evaluation criteria that will be used;
- 7.3.2.4 Instructions, conditions and deadlines;
- 7.3.2.5 A checklist of items to be submitted with the statement;
- 7.3.2.6 Any required representations and certifications;
- 7.3.2.7 General contract requirements and provisions;
- 7.3.2.8 Any special contract requirements and provisions, including federal provisions and model clauses and contractual requirements of the DBE Program;
- 7.3.2.9 When feasible and appropriate, a form contract prepared by Legal Counsel; and
- 7.3.2.10 Any other documents required for firms to properly respond.

7.3.3 Requested Information. The Project RFQ shall request that responses include the following types of information:

- 7.3.3.1 The information requested in a Program RFQ, or updates or supplements to information already provided in a firm's statement of general qualifications;
- 7.3.3.2 If appropriate, a description of proposed project solutions including the firm's scope of work;
- 7.3.3.3 The proposed project team, showing all firms and their roles in the project;
- 7.3.3.4 An organizational chart of the proposed team, showing the names and roles of all key personnel and the firm they are associated with;
- 7.3.3.5 Resumes of all key personnel being proposed for the project;
- 7.3.3.6 Relevant project experience of each of the proposed team's firms; and
- 7.3.3.7 Any other information deemed relevant to the project by the Purchasing Agent.

7.3.4 Notice and Advertisement.

7.3.4.1 Public Notice. The Purchasing Agent shall publicize the Project RFQ through posting and advertisement at least 14 days before the date of receiving proposals in a manner designed to facilitate maximum participation. At a minimum, the Purchasing Agent shall post a notice of the Project RFQ at the TTD offices and on the TTD website.

7.3.4.2 Notice to Firms. The Purchasing Agent shall send the Project RFQ to firms that submitted statements of general qualifications, if any. Alternatively, an email or letter may be sent to firms that submitted statement of general qualifications informing them of the Project RFQ and requesting a response if interested.

7.3.4.3 Notice to DBEs. The Purchasing Agent shall coordinate with the DBE Administrator to publicize the Project RFQ in a manner designed to facilitate maximum

participation of DBE's, and to send the Project RFQ directly to DBEs and DBE associations.

7.3.5 Addenda. Once the Project RFQ has been publicized, all changes necessary to correct errors, to revise requirements, or to extend deadlines shall be accomplished through the issuance of an addendum.

#### **SECTION 7.4 Evaluation.**

7.4.1 Committee. The Purchasing Agent shall form a three to five person committee consisting of members with experience in A&E Services to review the statements of general and project specific qualifications.

7.4.2 Evaluation Criteria. Price shall be excluded as an evaluation criterion. The committee will evaluate the firms based on professional qualifications, specialized experience and technical competence, and past performance in terms of cost control, quality and timeliness. A local office presence may be a small selection criterion (no more than 10% of the total evaluation criterion) in procurements for A&E Services, provided its application leaves an appropriate number of qualified firms to compete for the contract.

7.4.3 Short List. The committee shall develop a "short list" of at least three qualified firms for each project.

7.4.4 Discussions. The committee shall conduct discussions with the firms on the "short list" (at least three) to identify the most qualified firms for each project.

7.4.5 Ranking. The committee shall compile a ranking of at least three of the most qualified firms for each project.

**SECTION 7.5 Independent Cost Estimate**. Before requesting a fee proposal from the most qualified firm on the "short list," the Purchasing Agent shall prepare an Independent Cost Estimate for the A&E Services.

**SECTION 7.6 Audits and Indirect Costs**. The FTA Master Agreement and other federal grant rules require grantees to accept undisputed audits of other federal or state government agencies for purposes of establishing indirect cost rates that are used for pricing, negotiation, reporting and contract payment. The Purchasing Agent shall consult the FTA Master Agreement and other federal grant rules to confirm indirect cost rates.

**SECTION 7.7 Negotiations**. The Purchasing Agent shall only conduct negotiations with the most qualified firm.

7.7.1 Fee Proposal. The Purchasing Agent shall request that the most qualified firm submit a fee proposal listing direct and indirect costs for the project as the basis for contract negotiations. The Purchasing Agent shall request that the fee proposal be submitted in a similar format as the Independent Cost Estimate.



7.7.2 Process. Any component of the price, except the indirect cost rate, may be negotiated. The Purchasing Agent shall take into account the estimated value, the scope, the complexity, and the professional nature of the services to be rendered. If an agreement cannot be reached on price with the most qualified firm, the Purchasing Agent must formally terminate negotiations with that firm, thereby rejecting that firm's proposal, and the Purchasing Agent cannot return to that firm at a later date to resume negotiations. Negotiations are then conducted with the next most qualified firm. This process continues until a negotiated agreement is reached which the Purchasing agent considers to be fair and reasonable for the project.

7.7.3 Price or Cost Analysis. The Purchasing Agent shall conduct a price or cost analysis to determine whether the proposal is fair and reasonable.

7.7.4 Memorandum of Negotiations. The Purchasing Agent shall prepare a memorandum of negotiations with the names and positions of each person who participated in the negotiations, and an explanation of how the final price and important contract terms were negotiated.

## **SECTION 7.8 Recommendation of Award.**

7.8.1 Recommendation. The Purchasing Agent shall prepare a written recommendation for the District Manager as to which is the most qualified firm and the reasons for selection. The recommendation shall contain a determination that the price is fair and reasonable and state the basis for the determination.

7.8.2 Debarment Status. In the case of a federally funded contract, the Purchasing Agent shall review the General Service Administration's "Excluded Parties List System," a part of the System for Awards Management, at [www.sam.gov](http://www.sam.gov) to verify that the selected firm is not listed as debarred prior to award.

7.8.3 Notice of Intent to Award. After the District Manager approves the recommendation, the Purchasing Agent shall send a notice all firms on the "short list" for the project. The notice must be sent at least seven (7) days prior to award.

## **SECTION 7.9 Award.**

7.9.1 Award. The Board or District Manager shall award the contract to the most qualified firm. Contracts valued at \$75,000 or less may be awarded by the District Manager. Contracts valued at more than \$75,000 must be awarded by the Board.

7.9.2 Notice of Award. The Purchasing Agent shall post notice of the award on the TTD website.

7.9.3 Contract. Legal Counsel shall forward the contract and supporting documents to the selected firm for execution. The selected firm must execute and return the contract and

supporting documents to TTD within the time specified. The Purchasing Agent shall review the certificates of insurance, insurance policies and any surety bonds to determine whether all applicable requirements have been satisfied. The contract will then be executed by the District Manager.

7.9.4 Purchase Order. The Purchasing Agent shall prepare a Purchase Order Requisition and submit it to Accounting. Accounting shall issue a Purchase Order.

**SECTION 7.10 Procurement File.** The Purchasing Agent shall ensure that the Procurement File contains:

- 7.10.1 Program RFQ, if any;
- 7.10.2 Project RFQ, if any;
- 7.10.3 Statements of general and project specific qualifications received;
- 7.10.4 Independent Cost Estimate;
- 7.10.5 Fee proposals;
- 7.10.6 Memorandum of negotiations;
- 7.10.7 Recommendation of award;
- 7.10.8 Debarment status from [www.sam.gov](http://www.sam.gov);
- 7.10.9 Notice of intent to award;
- 7.10.10 Records of any protests;
- 7.10.11 Evidence of award by the District Manager or the Board;
- 7.10.12 Notice of award;
- 7.10.13 Executed contract;
- 7.10.14 Purchase Order Requisition; and
- 7.10.15 Purchase Order.

**Business Plan Update Working Group  
2015**

Will Garner, Placer County

Tony Karwowski, Northstar

Mike Livak, Squaw Valley/Alpine

Andy Chapman, Incline Village/Crystal Bay Visitors Bureau

Kelly Beede, Town of Truckee

Ron Treabess, North Lake Tahoe Resort Association

George Fink, Tahoe Transportation District

Adam Spear, Tahoe Transportation District

Jaime Wright, TNT/TMA Executive Director

Julia Tohlen, TNT/TMA Program Director

Steve Teshara, Sustainable Community Advocates, TMA Consultant





November 4, 2015

**Subject:** 2015/16 Capital Project TOT "Call for Projects" Update

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

**Background Information:**

- The Capital Investment/Transportation Committee met on Monday, October 26, 12:30 pm, at the Tahoe City Public Utility District, and adjourned at 6:00 pm.
- Twelve projects were presented requesting TOT funding to be available starting July 1, 2016. (See attached list)
- The total TOT funding being requested is approximately \$2.8 million.
- Total TOT funding available is \$1.4 million
- Following presentations and Committee discussion, Committee recommended staff and members further review all applications and score each project using the project guidelines and criteria.
- Committee will bring scoring of projects to the November 16<sup>th</sup> CIT meeting for final discussion and recommendation of project funding.
- Committee will have full discretion to make recommendations to the NLTRA Board at the Committee's November meeting.
- The presentation and selection process will then continue to the NLTRA Board for approval and recommendation during December/January, with formal grant approval from the Board of Supervisors during the February/March, 2016 time period.
- Staff will keep all applicants apprised of the process progress as it moves forward.

**Staff Request:**

- This item is informational and no action is necessary at this time.

### FY 2015/16 TOT FUNDING REQUEST APPLICATIONS

Staff has received many (12) quality applications to the extent that the funds requested have exceeded the funding available for next July 1 by about \$1.5 million.

With the amount of funding requested (\$2,809,281) versus the amount of TOT available (\$1,476,911), I know the Committee and Board will have some difficult decisions. In addition to the applications, some minor funding will be necessary during 15/16 to continue with Wayfinding Signage, Kings Beach Wayfinding, and the Bicycle Trail Assessment Plan. Staff is recommending withholding \$150,000 for those potential project needs. This would reduce the available TOT to \$1,326,911 for consideration of the following projects:

Project and Applicant	TOT Request	Total Project Cost
• Water Trail Wayfinding Signage , SBC	\$25,000	\$75,000
• Historic Donner Summit Gateway, Donner Bus. Grp	\$10,000	\$10,000
• Solar Powered Message Boards, SV Bus. Assoc.	\$29,000	\$38,000
• Take Care Human Powered Messaging, Tahoe Fund	\$19,000	\$60,000
• Tahoe City Field Station Exhibits, TERC, UC Davis	\$26,281	\$79,919
• Tahoe City Ice Rink, TCPUD and TCDA	\$320,000	\$419,000
• Northstar Martis Valley Trail Segments, NCSD	\$500,000	\$5.75 Million
• Memorial Overland Emigrant Trail, PC DPW	\$250,000	\$750,000
• TART Bus Shelters, PC DPW	\$130,000	\$130,000
• North Tahoe Shared-Use Trail, PC DPW	\$500,000	\$500,000
• Truckee River Access Trail, PC DPW	\$500,000	\$500,000
• Tahoe City Mobility Improvements, PC DPW	\$500,000	\$500,000
<b>Total Funding Requested</b>	<b>\$2,809,281</b>	

<b>Total TOT Funding Available</b>	<b>\$1,326,911 to \$1,476,911</b>
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<b>Total TOT Funding Gap Shortfall</b>	<b>\$1,332,370 to \$1,482,370</b>
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