



TOT ADVISORY COMMITTEE

DATE: Thursday, Oct 22, 2026
TIME: 12:00pm -4:00 p.m.
LOCATION: Northstar Community Services District
(900 Northstar Dr., Truckee, CA)

ADDITIONAL TELECONFERENCE LOCATIONS:
5897 Hansen Dr., Pleasanton, CA 94566

Each teleconference location is open to the public and any member of the public has an opportunity to address the Board of Directors from a teleconference location in the same manner as if that person attended the meeting location at 900 Northstar Dr., Truckee, CA.

COMMITTEE MEMBERS

ACADIA DAVIS, REPRESENTING TRANSPORTATION
ANDREW RYAN, REPRESENTING NT CHAMBER/NTBA/TCDA
DAN WILKINS, REPRESENTING SPECIAL DISTRICTS
HEIDI SPIRGI, PLACER COUNTY NOMINATED REPRESENTATIVE
EMILY BLACKMER, AT-LARGE SEAT
KEVIN DRAKE, AT-LARGE SEAT/NTCA BOARD OF DIRECTORS
JOHN JEWETT, REPRESENTING TRANSPORTATION & HOUSING
DAMARYS LOS, AT-LARGE SEAT

MARINA GARDINER, AT-LARGE SEAT
NICOLE GORMAN, AT-LARGE SEAT/NTCA BOARD OF DIRECTORS
PAT FRASER, REPRESENTING TRANSPORTATION
MEGHAN LOWRY, AT-LARGE SEAT
SUSAN WINTER, AT-LARGE SEAT
TERESA CRIMMENS, REPRESENTING HOUSING
KELSEY EVERTON, AT-LARGE SEAT

APPOINTED ADVISORY SEATS:

MICHELLE GLICKERT, TRPA
BRADLEY JOHNSON, SPECIAL DISTRICTS
LINDSAY ROMACK, PLACER COUNTY

AGENDA

INSTRUCTION FOR PUBLIC PARTICIPATION:

Members of the public may attend the Zoom teleconference by telephone, computer or mobile device or in-person. To participate via Zoom, join the meeting from the link:

<https://us02web.zoom.us/j/87891854212?pwd=Vs8lTqwa3lbnVraAbQlK9r9tZlVf2U.1>

Meeting ID: 878 9185 4212

Passcode: 624880

Dial by your location +1 669 900 9128 US (San Jose)

If you wish to make a public comment, use the “Raise Hand” feature in Zoom or *9 on your telephone. You will be called upon and unmuted when it is your turn to provide comment. Comments must be 3 minutes or less and limited to one comment per item. Teleconference participation via Zoom is not guaranteed and can be disrupted by technical difficulties. If members of the public wish to be guaranteed the ability to observe/make public comments, they should attend in-person.

1. Call to Order – Establish Quorum

2. Roll Call

3. Public Forum – Any person wishing to address the TOT Advisory committee on items of interest to the committee 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 TOT Advisory committee on items addressed under Public Forum.

4. Agenda Amendments and Approval [ACTION]

5. Approval of TOT Advisory Meeting minutes from Sept 17, 2026 [ACTION]

6. Presentations:

a. Ongoing Proven Program Applicant Presentations

b. Discussion of Ongoing Proven Program applications

7. ACTION:

The TOT Advisory Committee approves recommendation of Transient Occupancy Tax (TOT) funds as presented for programs with the TOT-TBID Dollars at Work Program 2026 Ongoing Proven Program Grant Cycle to the North Tahoe Community Alliance Board of Directors.

8. NTCA and Grant Department Staff Updates

9. Committee member comments/Future Agenda Items

10. Adjournment



TOT ADVISORY COMMITTEE

DATE: Thursday, September 17, 2026

TIME: 3:00 – 6:00 PM

LOCATION: Tahoe City PUD
221 Fairway Dr., Tahoe City, CA

ADDITIONAL TELECONFERENCE LOCATIONS:
23 Morningside Dr., Patterson, NY 12563
1203 Blue Lakes Rd., Reno NV 89523

COMMITTEE MEMBERS

ACADIA DAVIS, REPRESENTING TRANSPORTATION

ANDREW RYAN, REPRESENTING NT CHAMBER/NTBA/TCDA

DAN WILKINS, REPRESENTING SPECIAL DISTRICTS

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MEGHAN LOWRY, AT-LARGE SEAT

SUSAN WINTER, AT-LARGE SEAT

TERESA CRIMMENS, REPRESENTING HOUSING

KELSEY EVERTON, AT-LARGE

APPOINTED ADVISORY SEATS:

MICHELLE GLICKERT, TRPA

BRADLEY JOHNSON, SPECIAL DISTRICTS

LINDSAY ROMACK, PLACER COUNTY

1. Call to Order – Establish Quorum

The meeting was called to order at 3:03 PM. A quorum was established

2. Roll Call

Committee members in attendance

Teresa Crimmens

Pat Fraser

Heidi Sprigi

Acadia Davis

Dan Wilkins

Nicole Gorman

Andrew Ryan

Emily Blackmer

John Jewett

Megan Lowry

Marina Gardner

Kevin Drake

Advisory Seats

Lindsay Romack

Bradley Johnson

Michelle Glickert

Absent

Kelsey Everton

Staff members in attendance

Tony Karwowski, Tara Hetz, and Lindsey McCandless

3. Public Forum

Amy Lapp, from the Scotty Lapp Foundation, thanked the Committee for granting the extension of the grant for the

skatepark. Fundraising and planning continue and Lapp hopes to break ground next summer.

4. Agenda Amendments and Approval

It was moved by Wilkins and seconded by Gorman to approve today's agenda as presented. Motion carried unanimously.

5. Approval of TOT Advisory Meeting minutes from May 25, 2026

It was moved by Wilkins and seconded by Sprigi to approve the minutes as presented. Motion carried with Jewett abstaining.

6. Discussion and Presentation

a. Presentation and discussion on applications received in the Ongoing Proven Program Cycle

Hetz reported eight applications have been received for the Ongoing Proven Program Cycle grants. The overall program and questions for the applicants will be reviewed today. Applicants will present at the October 22 meeting.

Romack described the Tahoe Economic and Community Enhancement Fund (TECE) which allocates transient occupancy tax (TOT) to Tahoe specific programs, including the 2% recommended by this Committee and the additional funds used for items such as snow removal and the Sheriff's Office. TOT revenues have been fairly flat over the past five fiscal years. Occupancy has been down but Average Daily Rates have increased so the fund has remained somewhat constant. That said, expenses have increased.

Discussion followed as Romack's presentation was clarified. She was asked for more regular reports on collections and allocations, as well as an overview of the past five years.

Hetz reported extensions have been granted for funds previously approved for the Resort Triangle Transportation Plan, (RTTP), the Tahoe City Downtown Access Improvement, the Scotty Lapp Skateboard Park, and the Pam Emmerich Memorial Pinedrop Trail Extension. She is waiting for status reports on the the Dollar Creek Trail, Chalet Blanc, and Kings Beach Western Approach, given TOT funds were approved, but apparently those projects have not moved forward. Those three allocations total close to \$5 million.

Hetz reviewed the anticipated TOT collections that may be available this year for grants. She asked the Committee to consider funding the eight applications submitted for the next three years and proposed definitions of "effective" and "high impact" by which these applications can be judged. Those program's requests total approximately \$24.5 million and include approximately \$10.2 million in matching dollars.

The Committee broke into groups to suggest questions for the applicants that may be considered in addition to staff's recommendations and previously submitted questions. Staff will integrate today's comments and submit questions to applicants in advance of the October presentations.

Sierra Community House Workforce Housing Case Management

- What could you do with more money
- Clarify eligibility requirements for recipients
- Are there subsidies for local employees
- Any other funds available to support this program

Lease to Locals

- Why such a low match
- What is actual retention and metrics
- Consider multiple year program for owners
- Do these make housing more or less available.
- After property exits the program, what is average time it stays in the rental pool

- What happens to rents after program; Ongoing commitment on rents after the property exits program
- Dollar amount requested is 2x utilization, do you need as much money as requested based on your forecast
- Relationship to Place Mate; Place Mate contract is 33%.of total ask; is that appropriate use of funds
- What are the metrics based on who qualifies? Not all applicants may have good jobs and there may be other forces outside of their control; don't want to penalize potential renters if that is the case
- Is there follow up to make sure the rentals stay with local employees

Workforce Housing Preservation Program WHPP

- Why such low match
- Why are you asking for more if you have so much
- No competition with open market
- Expectation of dollar value that deed restriction will change (16% downpayment; why capped at 16%)
- Potential the dollar amounts could be changed
- Amount of \$\$ in the program vs historical use of the program. At the current rate there will be a lot of unused dollars
- Breadth of program does not feel inclusive of professionals; small group of people fit into the program that can't afford a home anyway
- When was study done? Has it been updated? How is it being adapted to housing market
- Is there an ability to sell the deed restriction
- Other funding matches available
- What happens if your employment changes...do you still qualify
- Potential to enter into program without a real estate transaction
- Potential to revise program guidelines to protect interest of County and those using the program

Launchpad

- What happened to previous recommendations? Would like a presentation on the previous list of conditions
- What is status of previous funds
- Match
- Is this the best use of funds (stats of building housing)
- Update on projects selected
- What is selection process? What is deemed fundable and what is not?
- Goal of 5 units per yr; Could a larger project be funded, say 15 units
- Reimbursement model? What banks and prospective lenders have vetted the program
- Scale with square footage
- Is there creative financing that can move dollars back into program
- Staff's ability to iterate there is a program; prove County staff is learning and growing
- Given there are new members (on the TOT Committee), refresh study that went into market analysis of subsidy levels
- Who has been served? Is it filling a need? Are there stats on ages, incomes, and professions targeted?

There were general questions about housing, including how unproven projects will be considered. Hetz will share the MOU to show the thought that went into that. The guiding document will include an annual review to make sure metrics are being met. If a program is not "proven," the applicant can reapply.

TART Connect

- How is there 201% increase in ridership
- If goals were first mile/last mile is there a study showing that is how it is being used. Is it serving its purpose
- What are the demographics of users
- Are options being considered to charge for the service

- Is there an opportunity to generate revenue and balance demand to users who truly need it
- Is it to be a free service indefinitely?
- Is it being scrutinized that this is the right way to spend \$\$ or is it more sustainable to buy vehicles
- Significant concerns about the service being sustainable at current price let alone in the third year; can two years be funded and then an additional amount be considered
- The Vanpool program receives a subsidy from users, Counties, and the employer. This is essentially a Vanpool for J1s and those employers should provide a subsidy

Park & Ride

- How is parking capacity being tracked, specifically in Homewood and will that impact users for Tahoe City events
- Doesn't TART Connect cover Tahoe City events; is this a double funding request
- How is the funding share determined? How much should the resorts be paying? What is the rationale for the current cost share?
- What is the problem being solved for summer events
- Past KPIs
- Line items for fees? Costs for renting public lots? Who owns them and what are they being paid?
- Is parking capacity being tracked and where is parking for Homewood? Will that impact for capacity for TC?
- How is funding share determined...how much should the resorts be paying and rationale for current cost share? Should it be more?
- What is problem we're solving by adding summer events

North Tahoe Workforce Vanpool

There were no additional questions.

NLT Parking Management

- How is this not just a pilot program
- What problem are we solving, what and why are we expanding
- Clarify the expenditures and where match is coming from
- Provide more evidence and understanding how program has been working and what expanding into Tahoe City looks like
- Staffing costs
- How does it relate to the Mobility Plan
- Is staff being trained on updated technology
- What is the revenue model? Are revenues going back into the program and what does that subsidize
- Equipment and implementation costs looking forward
- Why is NTPUD not an implementor in Kings Beach (it was explained this only impacts County owned facilities)
- What is the big picture? What is planned for Tahoe City and why?
- Establish free transit for Kings Beach employees who park in the grid
- Revisit and understand parking management overall

7. NTCA and Grant Department Staff Updates

Staff was asked to consider moving the November 19 meeting to November 12.

8. Committee member comments/Future Agenda Items

There were no additional comments or requests for agenda items.

9. Adjournment

There being no further business to come before the Committees the meeting adjourned at 6:25 PM

Respectfully submitted,
Judy Friedman
Recording Secretary
THE PAPER TRAIL SECRETARIAL & BUSINESS SOLUTIONS



North Tahoe Community Alliance
Staff Memo
Oct. 16, 2026
TOT Advisory Committee
Meeting: October 22, 2026, 12 to 4 pm

To: TOT Advisory Committee

Date: Oct. 16, 2026

From: Tara Hetz

Subject: Recommendation of Transient Occupancy Tax (TOT) for programs in the TOT-TBID Dollars at Work 2026 Ongoing Proven Program Cycle

ACTION REQUESTED:

A. The Transient Occupancy Tax (TOT) Advisory Committee approves recommendation of expenditure of Transient Occupancy Tax (TOT) funds as presented for programs within the TOT-TBID Dollars At Work 2026 Ongoing Proven Program Cycle to the North Tahoe Community Alliance Board of Directors.

BACKGROUND:

The TOT-TBID Dollars at Work Program reinvests Transient Occupancy Tax (TOT) and North Lake Tahoe Tourism Business Improvement District (TBID) assessment funds into programs and projects that achieve economic health, community vitality, and environmental stewardship for residents, businesses, and visitors. It continues under the renewed TBID and a new [10-year TOT Memorandum of Understanding \(MOU\)](#) between Placer County and NTCA, which runs from July 1, 2026 through June 30, 2036. Under the MOU, 41 percent of TOT collected in the North Lake Tahoe area is set aside each year for the TOT Advisory Committee to recommend on: 21 percent for workforce housing and transportation and 20 percent for critical quality of life services, subject to County Board appropriations (Sections 3.4 and 3.5 of the 10 year MOU).

The Economic Health and Catalyst Initiatives Roadmap (the Roadmap) is the strategic framework required under the MOU. It will replace the Tourism Master Plan as the primary reference for TOT investment decisions and defines how high impact work is identified, prioritized, and funded across three funding types: ongoing, annual, and emergent.

This cycle is the ongoing funding type, defined in [Section 4.4.1 of the MOU](#):

ONGOING FUNDING: longer term (3-5 year) funding needs for local housing and transportation programs which have been proven to be effective and supported through initial pilot program and/or County Board action; including but not limited to TART Connect (aka micro transit), regional Vanpool, Park and Ride, Workforce Housing Preservation Program ("WHPP"), Lease to Locals rental incentives and rental assistance programs. This element shall be focused on long term funding for ongoing services and should be utilized in limited circumstances to support capital projects. Reporting for programs within this element of the work program shall be required to report on a bi-annual basis and projects shall provide an annual status update to the TOT Committee and/or NTCA Board of Directors. Funding match requirements may be considered to be eliminated for programs being delivered under this element. ([From 10 year MOU](#))

NTCA and Placer County invited eight programs, four in housing and four in transportation, requesting \$24,454,174 in TOT funding across four grant periods (January 1, 2027 through June 30, 2030).

Summary of Process

1. **Convenings- July 21 and 22, 2026**
Housing and transportation metrics convenings.
2. **Invitations and Applications -July to September 2026**
NTCA invited eight programs to apply. All eight submitted applications.
3. **Committee Review- September 17, 2026**
The committee reviewed the applications, developed questions, and heard the TECE budget.
4. **Applicant Presentations, Discussion and Deliberation, and Recommendation - October 22, 2026**
Applicants present and the committee deliberates.
5. **Next steps:**
NTCA staff present the committee's recommendation to the NTCA Board of Directors on November 4, 2026. The Board makes a recommendation to the Placer County Board of Supervisors, expected in early December 2026 (date to be determined). Year 0 of funding begins January 1, 2027.

How the Eight Programs Were Selected

NTCA followed eligibility guidance in [MOU Section 4.4.1](#). Each invited program serves local housing or transportation needs, has been vetted through the TOT committee review process, has received TOT funding, and needs longer term funding for ongoing services. There are no specific scoring criteria and no match guidelines for this cycle.

Effective, High Impact, and the Convenings

The MOU asks for programs proven to be effective, and the Roadmap identifies high impact work. NTCA developed working definitions of effective and high impact based on TOT input and brought these definitions to the July convenings (July 21 and 22, 2026) facilitated by Sierra Business Council. We used the working definitions to guide applicants toward stronger metrics that objectively determine program effectiveness and impact. Outside experts at the July 21 transportation and July 22 housing convenings helped programs connect scope, budget, and metrics (Attachment B). Below are snapshots of the working definitions:

- **Effective:** How well a program delivers on its intended purpose. It reflects successful implementation and the achievement of the scope of work and services in a timely and accountable manner.
- To evaluate Effectiveness, ask: Did the program do what it said it would do?, Were expected services performed and deliverables achieved?, Were resources (TOT dollars) used responsibly and efficiently?
- **High Impact:** The durable, measurable benefit that a program provides for the North Lake Tahoe community. It reflects the depth, breadth, and equity of the outcomes achieved.
- To evaluate High Impact, ask: Who benefited from this program, and how much?, Will those benefits endure?, How did the program advance the community-identified priority?

The Eight Programs at a Glance

Program	Applicant	Category	TOT request	Match
SCH Case Management and Direct Assistance	Sierra Community House	Housing	\$1,797,635	\$1,324,853
Lease to Locals	Placer County	Housing	\$1,500,000	\$35,300
Workforce Housing Preservation Program	Placer County	Housing	\$3,000,000	\$72,320
Launchpad	Placer County	Housing	\$4,000,000	\$103,180
TART Connect Expanded Services	Placer County	Transportation	\$7,987,178	\$5,924,059
Park and Ride	TNT/TMA	Transportation	\$2,896,861	\$534,027
North Tahoe Workforce Vanpool	TNT/TMA	Transportation	\$1,107,500	\$494,400
Parking Management Program	Placer County	Transportation	\$2,165,000	\$1,714,100
Total			\$24,454,174	\$10,202,239

Funding Projection

NTCA Staff built a conservative projection (Attachment C) using a three-year average of TOT collections. About \$11 million a year is available.

Attachments

- A: Program snapshots, committee questions and some written responses
- B: Funding projection

2026 ONGOING PROVEN PROGRAM CYCLE

Program Snapshots and Committee Questions

TOT Advisory Committee | Applicant presentations October 22, 2026, 12 to 4pm

This packet pairs the snapshot for each of the eight applications with the questions the committee developed on September 17. Each applicant received their own set of questions and has been asked to address them in their October 22 presentation.

APPLICATIONS IN THIS PACKET

HOUSING

SCH Workforce Housing Case Management and Direct Assistance Program.....	\$1,797,635
Sierra Community House	
Lease to Locals.....	\$1,500,000
Placer County with Placemate	
Workforce Housing Preservation Program (WHPP).....	\$3,000,000
Placer County	
Launchpad Program.....	\$4,000,000
Placer County	

TRANSPORTATION

TART Connect Expanded Services.....	\$7,987,178
Placer County	
Park and Ride.....	\$2,896,861
TNT/TMA	
North Tahoe Workforce Vanpool.....	\$1,107,500
TNT/TMA	
Resort Triangle Transportation Plan: North Lake Tahoe Parking Management Program....	\$2,165,000
Placer County	
Housing subtotal.....	\$10,297,635
Transportation subtotal.....	\$14,156,539
Total TOT requested.....	\$24,454,174

Totals are the sum of the TOT request on each application and include continuation funding already approved through June 30, 2027 where applicable.

SCH Workforce Housing Case Management and Direct Assistance Program

Sierra Community House | Katrina Midgley | Housing: retention

PROGRAM SNAPSHOT

TOT request	\$1,797,635
Match	\$1,324,853 (committed plus anticipated; could reach \$2,269,853 with CA OES and Sally Fund)
Request by year	Year 0: \$235,242 Year 1: \$505,482 Year 2: \$520,646 Year 3: \$536,265
What it does	Rent, security deposit and utility assistance (once in a 12 month period), plus housing case management and legal support, for workforce households earning up to 120% AMI. Services are free and offered in English and Spanish.
Effective metrics	At least 125 households assisted Leverage at least \$1,324,853 in other funding Track demand for housing help Referrals for at least 100 households
Impact metrics	75% stably housed at 6 months, 50% at 12 months, 30% at 24 months 75% connected to at least one additional support 80% report decreased housing stress
Track record	Nearly 2,400 households and more than \$3,000,000 in assistance since 2019. Previous three year sponsorship: 278 households and \$450,000 in direct assistance.
Previous funding	3-Year Sponsorship Grant: \$900,000 (450,000TOT + 450,000TBID) 25-26 Annual Grant Cycle: \$350,000 (TOT)

COMMITTEE QUESTIONS

The committee developed these questions after its September 17 review. They were sent to the applicant, who has been asked to address them during the presentation on October 22, 2026.

METRICS AND OUTCOMES

1. Your impact targets include 30% of assisted households remaining stably housed 24 months after assistance. Do you consider these targets successful outcomes, and what benchmarks or data informed them?
2. Were outcomes from the previous grant period evaluated using the metrics proposed in this application? If so, what were the results?
3. About 54% of the request supports staffing, evaluation and oversight. What will the added evaluation capacity produce, and how will you reach households for the 12 and 24 month retention surveys if they have moved or changed contact information?

PROGRAM DESIGN AND ELIGIBILITY

4. What are the eligibility requirements for community members to access this service?
5. What documentation is required to determine AMI eligibility (for example, the prior year's tax return)?
6. When did the program start, and what was its initial funding?
7. Are other organizations offering similar services in the region, and how do you coordinate with them?

BUDGET

8. For the personnel costs in the budget, do TOT funds support staff time for this program only, or for other work as well?
9. If additional funding were available, how would you scale the program's impact?

Lease to Locals

Placer County with Placemate | Tim Cussen | Housing: activation

PROGRAM SNAPSHOT

TOT request	\$1,500,000 (continuation funding of \$500,000 already approved through June 30, 2027)
Match	\$35,300 (County staff time, in kind)
Request by year	Year 0: \$0 Year 1: \$500,000 Year 2: \$500,000 Year 3: \$500,000
What it does	Cash incentives to homeowners who rent to members of the local workforce, administered by Placemate. Grants are awarded per qualified tenant and based on lease length.
Effective metrics	Unlock 20 or more homes per year Average of 2 or more people housed per home Average of \$4,500 or less in program cost per person housed per year
Impact metrics	20 or more homes available to local workers 60% or more of homeowners continue renting long term or seasonally
Track record	Over four years, 151 properties unlocked and 367 people housed. 69% of completed properties are still rented. 28 homes unlocked in the most recent period.
Previous funding	3-Year Sponsorship Grant: \$500,000 (TBID) 2025 Emergent Grant: \$500,000 (TOT) 2026 Off-Cycle Continuance Funding: \$500,000 (TOT)

COMMITTEE QUESTIONS

The committee developed these questions after its September 17 review. They were sent to the applicant, who has been asked to address them during the presentation on October 22, 2026.

AFFORDABILITY AND RENTERS

1. How does the average rent of \$1,156 per bedroom compare to market rate?
2. How was the rental affordability cap determined, and how is it scaled to the incomes of local workers?
3. Why is affordability to local workers not included as a measure of impact? Have you collected feedback from renters on the program's effectiveness and affordability?

PROGRAM TERMS AND RETENTION

4. How long must a property owner rent to be eligible for the incentive, and how many terms can a property owner participate?
5. What is the actual retention rate of properties that remain long term rentals after the incentive ends (not only owners who intend to keep renting), and how is it tracked?
6. What happens to rental rates after properties exit the program? Is there evidence of properties returning to short term rental, or of rent increases that displace tenants?

7. Has the County considered a follow up payment or other tool to keep these units in the local rental market?

BUDGET AND MATCH

8. The target of 20 homes per year is below the 28 homes unlocked last period and the roughly 38 per year averaged over four years. At about \$8,200 per property, \$375,000 in annual incentives could support about 45 homes. How was the request calculated, why set the target at 20, and how does the \$4,500 per person target reconcile with a budget that works out to about \$12,500 per person at 20 homes?
9. Placemate administration is budgeted at \$375,000, or 25% of the request. How was this amount determined, why does the contract not scale with program uptake, and is this level sustainable?
10. The match is \$35,300, about 2% of the request. What other funding opportunities could increase the match?

Lease to Locals

Placer County with Placemate

Please address these questions in your presentation to the TOT Advisory Committee on October 22, 2026.

[Current Lease to Locals Guidelines](#)

AFFORDABILITY AND RENTERS

1. How does the average rent of \$1,156 per bedroom compare to market rate?
 - a. An internal analysis done by the County in late 2025, which sourced data from four local long-term property management firms and Zillow, showed average rent per bedroom was around \$1,660 within Eastern Placer County.
2. How was the rental affordability cap determined, and how is it scaled to the incomes of local workers?
 - a. The L2L program was not designed to be an Affordable Housing program, but rather to increase the availability of housing. The rent cap of \$3,500/mo was never meant to be scaled to income, but to keep the program focused on the types of homes that were appropriate for local workers to live in, with general affordability control. A rent cap assigned by bedroom count had been included in early implementation of the program in Truckee but was removed when landlords automatically assigned the rent at the cap, rather than true market rent.
3. Why is affordability to local workers not included as a measure of impact? Have you collected feedback from renters on the program's effectiveness and affordability?
 - a. Similar to question 2, the purpose of the program focuses on preservation and availability, rather than affordability. The goal is to make more rental homes available by increasing landlord participation and stability, as most property owners continue to rent after the incentives are done. In the Tahoe market and other markets where Placemate manages this program, average rents of participating homeowners are substantially lower than market rates. Placemate collects qualitative feedback from renters at the end of year one, which is largely positive and appreciative of the housing that Lease to Locals has made available showing positive results homes are rented below market.

PROGRAM TERMS AND RETENTION

4. How long must a property owner rent to be eligible for the incentive, and how many terms can a property owner participate?
 - a. There is a 5-month minimum for a seasonal incentive, and a 12-month minimum for a long-term incentive. A property can only participate one time. See the above link to current Program Guidelines for additional eligibility criteria.
5. What is the actual retention rate of properties that remain long term rentals after the incentive ends (not only owners who intend to keep renting), and how is it tracked?
 - a. As part of the final compliance check at the end of the lease Placemate confirms plans with both the homeowner and tenant, and over the last 5 years 71% indicate they will continue to rent long term after the incentive. Of the 29% who say they will no longer be renting long term, only 6 graduated property owners say they will be short term renting following program participation (5% of the total number of graduated owners).

Placemate also conducts ongoing annual surveys which indicate a continued long term renting rate of about 50% after being 3 years removed from the program (although replies are limited). Placemate receives limited feedback from property owners who exit the program; however, among those who respond, reported rents increase only modestly, by approximately \$50 on average.

6. What happens to rental rates after properties exit the program? Is there evidence of properties returning to short term rental, or of rent increases that displace tenants?
 - a. See #5
7. Has the County considered a follow-up payment or other tool to keep these units in the local rental market?
 - a. Staff has considered a long-term rental incentive program similar to Placemate's Rooted Renters program in Truckee. To date, available data has not demonstrated significant attrition from long-term renting when subsidies end, although feedback from property owners who exit the program is limited. Among those who respond, reported rents increase by approximately \$50 on average. While the data does not currently indicate a clear need for ongoing homeowner incentives, Staff may consider further evaluating or expanding this type of program with Board direction.

BUDGET AND MATCH

8. Placemate administration is budgeted at \$375,000, or 25% of the request. How was this amount determined, why does the contract not scale with program uptake, and is this level sustainable?
 - a. Placemate has a sliding fee schedule based on the expected volume of a market. Placemate operates in good faith, and \$10k/mo is for the volume we anticipate in EPC at/above 30 properties a year, but if that volume falls we will adjust our contract down in increments of \$2,500/mo (20-30 properties is \$7,500/mo and 10-20 properties is \$5,000 mo, etc.) Last year would have been >30 if a couple properties hadn't pushed into year 5 due to documentation delays by the homeowners/tenants.

Workforce Housing Preservation Program (WHPP)

Placer County | Tim Cussen | Housing: empowerment

PROGRAM SNAPSHOT

TOT request	\$3,000,000 (100% to deed restrictions)
Match	\$72,320 (County and contracted administration, in kind)
Request by year	Year 0: \$0 Year 1: \$1,000,000 Year 2: \$1,000,000 Year 3: \$1,000,000
What it does	Incentives to homebuyers in eastern Placer County who meet local employment requirements, in exchange for a 55 year deed restriction. As of June 2026, local businesses and multifamily properties with more than 4 units are also eligible.
Effective metrics	4 housing units preserved per year 100% of transactions close on or before the contractual closing date Host or join 2 or more education events per year
Impact metrics	4 or more units preserved per year 100% participant compliance with deed restriction terms
Track record	18 properties and 20 units deed restricted to date, housing 33 local workers and family members. Previous period: 4 properties and 5 units. 100% compliance in every annual monitoring cycle.
Previous funding	3-Year Sponsorship Grant: \$3,000,000 (TOT) [Extension until 6.30.28]

COMMITTEE QUESTIONS

The committee developed these questions after its September 17 review. They were sent to the applicant, who has been asked to address them during the presentation on October 22, 2026.

ELIGIBILITY AND PROGRAM TERMS

1. Do the current eligibility requirements best serve residents seeking homeownership in eastern Placer County? When was the study behind the income and purchase price limits completed, how was it done, and when will it be updated?
2. Why does WHPP require continuous occupancy by a qualified resident (except for retirement after 7 years) when the Town of Truckee's THAP program does not?
3. What happens to a household in a deed restricted home if the qualified resident:
 - a. dies?
 - b. becomes unable to work due to illness or injury, given that SSDI eligibility determinations can take 18 to 36 months?
 - c. cannot find qualifying employment within 90 days?
4. What happens if a household needs to sell and cannot find a qualifying buyer (for example, when an HOA lawsuit prevents lenders from issuing mortgages and no locally employed buyer can purchase in cash)?

5. Has the program considered options beyond home purchase, such as allowing current homeowners to sell a deed restriction on a property they already own without a real estate transaction?
6. How does the program address sellers having little incentive to accept a WHPP buyer when competing on the open market? Do you expect to change the incentive amount or percentage to increase participation?

BUDGET AND RESULTS

7. More than \$2.1 million remains unspent from previous grants. At an average of about \$108,000 per deed restriction, that could fund nearly 20 homes. Why request additional funds now, and is there a target and plan to deed restrict those homes before the next annual grant cycle?
8. At 4 units per year, \$3,000,000 works out to about \$250,000 per unit. How many units do you realistically expect \$1,000,000 a year to preserve?
9. How will the June 2026 expansion to local businesses and multifamily properties change participation and targets, given these changes are not yet proven? How will you measure whether deed restricted homes help retain local workers over time?
10. Can you report on the households served so far, including incomes and purchase prices?
11. The match is \$72,320. What other funding opportunities could increase it?

Workforce Housing Preservation Program (WHPP)

Placer County

Please address these questions in your presentation to the TOT Advisory Committee on October 22, 2026.

[Current WHPP Guidelines](#)

[Current WHPP Use Deed Restriction](#)

ELIGIBILITY AND PROGRAM TERMS

1. Has the program considered options beyond home purchase, such as allowing current homeowners to sell a deed restriction on a property they already own without a real estate transaction?
 - a. Yes, this has been considered but currently the program is still centered on home buying.
2. How does the program address sellers having little incentive to accept a WHPP buyer when competing on the open market? Do you expect to change the incentive amount or percentage to increase participation?
 - a. We did an internal analysis of the incentives in 2025 and found that buyers, lenders and realtors still considered the 16% a significant contribution, providing meaningful impact to a buyer's ability to enter the market and reflects the likely impact the restriction would have on marketability. Since this analysis was completed, there has been a comparable sale of a home with a THAP restriction, which closed for roughly 6% below its market value, further supporting the current levels.

BUDGET AND RESULTS

3. More than \$2.1 million remains unspent from previous grants. At an average of about \$108,000 per deed restriction, that could fund nearly 20 homes. Why request additional funds now, and is there a target and plan to deed restrict those homes before the next annual grant cycle?
 - a. The \$2.1 million is only allocated through June 30, 2027 with no guarantee beyond this date. We are requesting funding for July 1, 2027 and beyond. With \$0 going towards administration, any unused funding can be reinvested into other programs or projects. The program needs to remain stable and available in order to be used. Without adequate funding, the program loses viability among its greatest proponents, lenders and realtors who help market the program to prospective clients.

The County is working with the Town of Truckee on joint WHPP/THAP marketing efforts with local businesses as participants, and lenders and realtors who serve as the most efficient way to reach potential qualified homebuyers.
4. At 4 units per year, \$3,000,000 works out to about \$250,000 per unit. How many units do you realistically expect \$1,000,000 a year to preserve?
 - a. The funding request is designed to capture any property or home that may be interested in participating regardless of size. While the average has been much lower than the max of \$150K for a single-family home, we have had 3 at or close to this level. \$1M annually could preserve between 7-12 units. With \$0 going towards administration, any unused funding can be reinvested into other programs or projects.

5. How will the June 2026 expansion to local businesses and multifamily properties change participation and targets, given these changes are not yet proven? How will you measure whether deed restricted homes help retain local workers over time?
 - a. This change would allow us to preserve as many as 13 units with \$1M in annual funding

Launchpad Program

Placer County | Tim Cussen | Housing: supply creation

PROGRAM SNAPSHOT

TOT request	\$4,000,000 (100% to developer incentives)
Match	\$103,180 (County staff time, in kind)
Request by year	Year 0: \$1,000,000 Year 1: \$1,000,000 Year 2: \$1,000,000 Year 3: \$1,000,000
What it does	Grant funding to developers in exchange for deed restricting new or converted housing units for long term rental to the local workforce. Supports new construction and conversion of commercial or non-residential space.
Effective metrics	Reserve funding for at least 5 housing units per year At least 80% of reserved projects complete construction and record a deed restriction Funds requested through each NOFA meet available funding
Impact metrics	15 or more deed restricted units completed from reservations made during this period 100% compliance with deed restriction terms
Track record	First NOFA after Board approval in February 2026: 13 applications, 11 eligible, \$8,550,000 requested against \$3,275,000 available. Four projects reserved \$3,250,000 for 15 multifamily units and 2 ADUs. No units completed yet.
Previous Funding	25-26 Annual Grant Cycle: \$3,000,000 (TOT)

COMMITTEE QUESTIONS

The committee developed these questions after its September 17 review. They were sent to the applicant, who has been asked to address them during the presentation on October 22, 2026.

PROGRAM DESIGN

1. Is Launchpad for new construction, conversion of existing commercial space to residential, or both? Were any funded projects conversions?
2. Does the County pre-identify available parcels or buildings and share that information, or do developers find sites independently and then apply?
3. How does the program remain sustainable given the limited number of vacant parcels in the community?
4. What is the selection process for determining which projects are fundable? Is selection still based on a lottery, and is preference given to projects that will house more people?
5. How could the program fund a larger project, for example 15 units? Would the developer need to apply to each annual NOFA?
6. How does the subsidy scale with unit size or square footage, and has increasing the subsidy for larger units been considered?

7. Which lenders has the program been vetted with, since developers of this size will likely need financing?

COST AND OUTCOMES

8. What is the cost per unit, and how does it compare to other ways of increasing the supply of workforce housing? Is new construction the best use of these dollars?
9. How many new deed restricted units per year will the annual \$1,000,000 produce, and how does this translate into housing on the ground?
10. Year 0 is a six month period but carries a full \$1,000,000. When do you expect the 17 reserved units to record deed restrictions?
11. Please provide an update on previously selected projects and the status of the original \$1,000,000 and \$3,000,000 awards.
12. Please refresh the committee on the BAE study, market analysis and subsidy levels.

LEARNING AND FUNDING

13. How has the County incorporated the committee's recommendations and requirements from the last Launchpad award? Please describe adjustments made in response to questions and concerns from the last round, and any guideline or deed restriction changes expected from the current community engagement process.
14. The match is about 2.6% of the request. What partnerships, regional support or other financing could grow the pool of funding for Launchpad?

Launchpad Program

Placer County

Please address these questions in your presentation to the TOT Advisory Committee on October 22, 2026.

[Current Launchpad Program Guidelines](#)

[Reserved projects Webpage](#)

[4.1.25 Launchpad Staff Report \(Attachment A is BAE Study\)](#)

PROGRAM DESIGN

1. Is Launchpad for new construction, conversion of existing commercial space to residential, or both? Were any funded projects conversions?
 - a. See Section B.(ii)(b) of the above guidelines as all may be eligible There was one eligible conversion project in the last NOFA cycle that did not receive funding
2. How does the program remain sustainable given the limited number of vacant parcels in the community?
 - a. Development on vacant parcels are only one piece of the Launchpad program. Accessory Dwelling Units (ADUs), Redevelopment and conversion of existing, non-residential space are eligible within the program.
3. What is the selection process for determining which projects are fundable? Is selection still based on a lottery, and is preference given to projects that will house more people?
 - a. Selection is outlined in Section E of the guidelines, which are designed to align with streamlined land use allowances that do not otherwise require discretionary action. The Tahoe Basin Area Plan and current land use allowances for housing guide eligibility for Launchpad dollars. When eligibility exceeds funding, a lottery is utilized and outlined in Section F of the guidelines. The Launchpad Working Group is reviewing this process and alternative solutions such as the creation of a rubric for priority developments are being considered.
4. How could the program fund a larger project, for example 15 units? Would the developer need to apply to each annual NOFA?
 - a. The program design and funding are likely best suited for smaller, infill type projects because of the available funding has been limited. A larger project would likely need to be funded in stages if the full funding wasn't available all at once.
5. How does the subsidy scale with unit size or square footage, and has increasing the subsidy for larger units been considered?
 - a. The incentives are awarded per unit regardless of size.

COST AND OUTCOMES

6. How many new deed restricted units per year will the annual \$1,000,000 produce, and how does this translate into housing on the ground?
 - a. Likely 5-7 with \$1,000,000 annually. As noted in the budget narrative, the \$1,000,000 request reflects the County's responsiveness to community and committee feedback expressing concern that County-administered programs consume a disproportionate share of available funding. Demand from the second NOFA process exceeded the

- available \$3.25M in funding by \$5.25M, which left 28 housing units unfunded and unable to move forward.
7. Year 0 is a six month period but carries a full \$1,000,000. When do you expect the 17 reserved units to record deed restrictions?
 - a. The Year 0 funding would allow the County to issue a NOFA in Spring 2027 and similar to previous cycles, recordation of deed restrictions would need to occur prior to Certificate of Occupancy and transfer of funds to awardee. Projects are on a two-year timeline from the date of reservation letter receipt.
 8. Please provide an update on previously selected projects and the status of the original \$1,000,000 and \$3,000,000 awards.
 - a. From the 2025 NOFA, one project will be ready to begin construction of an ADU when construction season begins in May 2027 and hope to finish later in the year, however, the other project has been unresponsive to County requests for updates on the project and staff is unsure when it will be completed. The four projects with funding reserved through the 2026 NOFA are just getting underway, but three anticipated a 2027 completion, and one anticipates completion in 2028. As outlined in the guidelines, projects have a two-year timeline to get their Certificate of Occupancy.
 9. Please refresh the committee on the BAE study, market analysis and subsidy levels.
 - a. See above link to 4.1.25 Staff report. BAE Study is Attachment A.

LEARNING AND FUNDING

TART Connect Expanded Services

Placer County | Jaime Wright | Transportation: microtransit

PROGRAM SNAPSHOT

TOT request	\$7,987,178 (continuation funding of \$869,922 already approved through June 30, 2027)
Match	\$5,924,059 (County TOT for base service, County staff time, TNT/TMA marketing contract)
Request by year	Year 0: \$0 Year 1: \$1,894,920 Year 2: \$1,989,718 Year 3: \$4,102,541
What it does	Free, year round microtransit connecting neighborhoods to TART fixed routes. TOT funds service beyond the County base level: an additional 21,310 vehicle revenue hours a year, more vehicles and evening resort corridor service.
Effective metrics	Average cost per passenger of \$14 to \$15 5 to 6 passengers per vehicle service hour Average wait time of 30 minutes or less 56% or more shared rides
Impact metrics	Rider app rating of 4.8 or higher 35% or more of surveyed riders use TART Connect 66% or more transfer between TART Connect and fixed route
Track record	FY21/22 through FY25/26: 863,196 passengers, 6.06 passengers per service hour, \$14.55 per passenger, 21 minute average wait. Transit ridership up 86% compared to before COVID.
Previous funding	3-Year Sponsorship Grant: \$1,425,000 (TOT) 2026 Off-Cycle Continuance Funding: \$869,992 (TOT)

COMMITTEE QUESTIONS

The committee developed these questions after its September 17 review. They were sent to the applicant, who has been asked to address them during the presentation on October 22, 2026.

COSTS AND BUDGET

1. What accounts for the projected 209% increase in cost per vehicle service hour between FY27/28 and FY29/30? Could you share the Town of Truckee contract used to develop the estimate?
2. Please provide more detail on fixed and variable costs per year.
3. If bids come in higher than projected, what options would you consider (fewer hours, fewer vehicles, fares), and would you expect to request additional TOT funds?
4. Would the County consider funding Years 1 and 2 as requested, then returning for Year 3 once costs are determined through procurement and service is adjusted to a more sustainable ongoing level?
5. If the region sustains this level of investment long term, has the County considered purchasing vehicles and operating the service locally?

FARES

6. Has fare revenue recovery been assessed? What are the pros and cons, and how might fares affect ridership and the riders who rely on TART Connect? Do you plan to charge fares when fixed routes are operating, as the TART Systems Plan recommends?

RIDERS AND IMPACT

7. What does the 35% utilization rate represent, and how does it demonstrate impact?
8. Where does the 66.39% transfer rate between TART Connect and TART fixed route come from? The committee could not find it in the published survey results.
9. How does the program demonstrate it is meeting its first and last mile goals?
10. Who is the primary user population, and what are the main use cases and rider demographics today?
11. To what extent does the service support resort operations or employee commuting, and do resorts or employers contribute to its cost?

SERVICE AREA

12. What will the potential resort corridor extension look like? Are there future efforts to connect the lake to Truckee outside of regular TART operating hours?
13. Will operating zones remain the same over the next three years?

Park and Ride

TNT/TMA | Sara Van Siclen | Transportation: shuttles and event service

PROGRAM SNAPSHOT

TOT request	\$2,896,861 (continuation funding of \$559,255 already approved through June 30, 2027)
Match	\$534,027 (Palisades Tahoe, Sugar Bowl, Northstar, Homewood; cash and in kind)
Request by year	Year 0: \$0 Year 1: \$911,887 Year 2: \$960,424 Year 3: \$1,024,550
What it does	Free parking and shuttle service to Palisades, Sugar Bowl, Northstar and now Homewood, plus special event shuttles in Tahoe City, Kings Beach and Palisades. Consolidates winter and summer service into one program.
Effective metrics	Operating subsidy per passenger trip: good at \$30 or less (\$50 or less for Sugar Bowl) 6 or more passengers per vehicle service hour Year over year event ridership comparison Top three daily ridership totals by route
Impact metrics	Net promoter score of 50 or higher VMT and CO2 reduction estimates
Track record	2025/26 season: 13,828 riders, down 14% in a low snow year (Palisades 10,464, Northstar 1,895, Sugar Bowl 1,469). 85% of winter riders rated the service 5 out of 5.
Previous funding:	3-Year Sponsorship Grant: \$165,558 (TBID)--Tahoe City Park and Ride Winter Operation (USFS 64 Acres Parking Lot Snow Removal) 24-25 Annual Grant Cycle: \$230,782 (TOT)-- Park and Ride Expansion (includes Sugarbowl Pilot) 2025 Emergent Grant: \$431,732.60 (TOT)-- Park and Ride Expansion (includes Sugarbowl Service) 25-26 Annual Grant Cycle: \$92,840 (TOT)--Tahoe City Events Pilot 2026 Off-Cycle Continuance Funding: \$559,255 (TOT)--Year-round Park and Ride Service (Summer Events + Winter Resort Shuttles)

COMMITTEE QUESTIONS

The committee developed these questions after its September 17 review. They were sent to the applicant, who has been asked to address them during the presentation on October 22, 2026.

METRICS AND PAST RESULTS

1. How were outcomes measured in previous grant periods, if at all, and what were the past KPIs?
2. Have the proposed metrics been used to evaluate program delivery so far? If so, what are the outcomes to date?

3. For the passengers per vehicle service hour and subsidy metrics, what does “Good” mean (for example, covering the full cost or 80% of the cost)?
4. Please consider surveying passengers on how they arrived (for example, by bus or TART Connect), avoided VMT (whether they would have made the trip without Park and Ride), value of the service, willingness to pay, convenience and how they learned about it.

RIDERSHIP AND SERVICE

5. What is driving ridership on the Palisades route, and what can be learned from it to boost other routes? What is Northstar doing to increase ridership, and are there incentives at Palisades Tahoe that Northstar could adopt?
6. What service is proposed for the upcoming winter season, and how are schedules determined?
7. If ridership increases, where will additional parking be found? Will Homewood service push Tahoe City parking over capacity?
8. Are these services marketed to employees, or is that assumed?
9. What need does adding summer events address? Where fixed route transit already serves an event, how do you avoid duplicate funding?

BUDGET

10. The request now includes lot rental, snow removal, marketing, TMA fees and amenities that Placer County TOT previously funded directly. Which line items and amounts are shifting to this request, and will the County continue funding any part of the program? Please show the existing budget alongside the request (Budget Form, column B).
11. With added service offerings, administration may need to increase beyond the cost of living adjustment. Is administration adequately budgeted?
12. What does the 1% contingency line item cover?
13. Who owns the parking lots being rented, and why are they not available at no cost? The 64 acre lot averaged about 20 cars per service day, while rental, snow removal and permitting total about \$276,000 over the grant. Is the lot still needed at that level of use, or are there lower cost options?
14. How is cost shared between the resorts and public TOT funds, and could the resorts contribute more?

2026 Ongoing Proven Program Cycle | TOT Advisory Committee Questions

Park and Ride

Truckee North Tahoe Transportation Management Association

Please address these questions in your presentation to the TOT Advisory Committee on October 22, 2026.

METRICS AND PAST RESULTS

1. How were outcomes measured in previous grant periods, if at all, and what were the past KPIs?

For the winter Park and Ride past grant periods were evaluated on ridership counts and rider survey responses. For the last grant cycle the goals were **18,950 total passengers**.

Total ridership was **13,828**, short of the goal. This was primarily due to a low-snow season, 12 fewer days of Palisades service, and major service cuts. Rider satisfaction was strong, with a **Net Promoter Score of 46**.

Route-level results

Route	Service	Riders	Avg. per day	Change vs. prior year	What the data shows
Palisades	Weekends, 26 days	10,464	402	-31%	Decline driven by fewer operating days, lack of snow, and removal of vouchers. Riders most often cited not having a parking reservation and not wanting the hassle of driving and parking. Higher use on Saturdays.
Northstar	Weekends, 26 days	1,895	73	+106%	60% of riders used the shuttle because they did not have a parking reservation. Ridership peaked on supplemental service days.
Sugar Bowl	Daily, 114 days	1,469	13	+83%	Growth attributed to the added midday loop and greater awareness. Average riders per loop rose 38% (1.55 to 2.15). 83% of riders used the shuttle because they did not have a car.

Supplemental service at Northstar is being moved to better-performing days to avoid resort blackout dates (see Question 4).

Tahoe City Event Shuttles (current grant period, ending spring)

This program is measured on passengers, estimated vehicles removed from the road, estimated vehicle miles traveled (VMT) avoided, and rider satisfaction. Vehicles removed and VMT avoided assume 2.5 passengers per vehicle.

Metric	Goal	Through Q1 (12 events)	Life of program (18 events)
Passengers	3,000	1,845	2,027
Vehicles removed (est.)	At least 1,000	738	811
VMT avoided (est.)	At least 7,300	14,170	15,567
Rider satisfaction (out of 10)	Above 8	9.7	9.8

The VMT goal has already been exceeded, ridership and vehicles removed are on track to meet their goals before the program ends, and satisfaction is well above the target.²

Have the proposed metrics been used to evaluate program delivery so far? If so, what are the outcomes to date?

The proposed metrics are new for proposed Park and Ride program. They were developed in partnership with NTCA and reviewed by LSC transportation consultants. The metrics used previously, and the results from the last grant cycle, are provided above.

2. For the passengers per vehicle service hour and subsidy metrics, what does “Good” mean (for example, covering the full cost or 80% of the cost)?

These metrics were developed with NTCA staff and LSC consultants. Targets were set by evaluating past route performance to establish reasonable goals:

- **Palisades and Northstar:** \$30 operating subsidy per passenger
- **Sugar Bowl:** \$50 operating subsidy per passenger

Sugar Bowl is evaluated against a different benchmark because it operates daily to provide public transit to the summit, it is a newer program, and passenger trips will likely remain lower than the other two routes due to a smaller bus, a smaller parking lot, and fewer skier visits overall.

These calculations do not account for funding from outside the grant. Nevada County covers 15% of the Sugar Bowl route’s contracted operations, and the other ski resorts cover 25% of theirs, but this was not factored into the cost-per-passenger goals. The TOT-TBID subsidy would cover the operating cost regardless of the metric. The benchmarks exist to signal when program or marketing changes are needed to bring the operating subsidy per passenger trip down to the goal.

3. **Please consider surveying passengers on how they arrived (for example, by bus or TART Connect), avoided VMT (whether they would have made the trip without Park and Ride), value of the service, willingness to pay, convenience and how they learned about it.**

The passenger survey is intentionally brief and easy to complete in order to encourage participation and maximize the response rate. We will be thoughtful about adding questions, but we are happy to add any questions the committee requests, including those suggested here (mode of arrival, avoided VMT, value of service, willingness to pay, convenience, and how riders learned about the service).

RIDERSHIP AND SERVICE

4. **What is driving ridership on the Palisades route, and what can be learned from it to boost other routes? What is Northstar doing to increase ridership, and are there incentives at Palisades Tahoe that Northstar could adopt?**

Palisades outperforms the other resort routes because:

- **Parking reservations and limited parking inventory.** Palisades requires parking reservations on weekends, giving visitors a strong incentive to take the shuttle instead of driving. Riders told us this directly: “I do not have a parking reservation” was a top reason for using the service.
- **Financial investment in the service.** Palisades makes a significant financial contribution, which allows a shuttle roughly every 15 minutes. That frequency makes the shuttle a convenient alternative to driving.
- **Park & Ride capacity.** Palisades has ample parking at its Park & Ride locations. By contrast, sufficient parking capacity for Northstar has been difficult to find.
- **Underlying demand.** Ridership ultimately follows demand, and Palisades has more of it than the other resort routes.

Applying the Palisades model to Northstar and Sugar Bowl

Some elements of the Palisades model could help the other routes, but there are real barriers to replicating them. We are making targeted adjustments within each program’s constraints.

Northstar has lower demand, less frequent service, and limited access to suitable Park & Ride locations. Last year’s Saturday supplemental service coincided with resort blackout dates and drew low ridership, so supplemental service is moving to the Sunday and Monday of holiday weekends, when demand is higher. We are also looking at aligning service with storms and other high-demand periods.

Sugar Bowl has significantly lower demand, though ridership grew 83% last year after the addition of a midday loop and increased program visibility. We expect that growth to continue as visitors learn about the service. Sugar Bowl is also exploring paid parking and reservations, which would create an incentive to ride similar to Palisades. In the meantime, we are adjusting the afternoon run schedule based on rider feedback.

5. What service is proposed for the upcoming winter season, and how are schedules determined?

The proposed service is the same as in previous years, with dates shifting depending on the year. Service is developed with the resorts and community associations to fit their needs.

- **Northstar:** Supplemental service will run on 4 busy days. All other days will have hourly TART service. We plan to advertise this as continual service rather than a schedule, but this will be the general service schedule. [[Northstar schedule](#)]
- **Palisades:** This is last year's schedule; actual dates will shift to weekends each year. [[Palisades schedule](#)]
- **Sugar Bowl:** [[Sugar Bowl schedule](#)]
- **Tahoe City Event Park and Ride:** [[rough schedule](#)]
- **Kings Beach Event Park and Ride:** [[rough schedule](#)]

6. If ridership increases, where will additional parking be found? Will Homewood service push Tahoe City parking over capacity?

Additional parking capacity is an ongoing challenge, and we are continually looking for new opportunities to support the program. Options for adding Park & Ride capacity in the Tahoe City area are limited. We will monitor parking utilization as ridership grows and look for ways to expand capacity where feasible.

We believe it is important to provide Park & Ride opportunities that support both the Homewood and Palisades routes, and to provide equitable access to transit for visitors traveling to either resort. In addition to designated Park & Ride lots, visitors can use available public parking in Tahoe City and walk to the nearby bus stop. This adds flexibility as demand grows, although public parking is also limited and will need to be monitored.

7. Are these services marketed to employees, or is that assumed?

We rely on the resorts to market these services to their employees. We reached out to each resort for its response:

- **Palisades:** Yes. The services are actively promoted to both guests and employees. Based on firsthand observation, employee ridership is particularly high, especially during peak periods and at the end of the day. The additional service levels funded through this program are essential to moving both employees and guests to and from the resort. During the busiest times the system often operates at or near capacity and is just keeping pace with demand, so passenger volumes would exceed capacity if service were reduced.
- **Sugar Bowl:** Employees are encouraged to carpool or take the shuttle when they can, to reduce the resort's scope 3 emissions on the road. The resort operates a separate, fully resort-funded employee shuttle on Donner Summit. On very peak days when parking is limited, employees are encouraged to park in the most remote lots, where the resort shuttles them in, before being

encouraged to use this service. On those days especially, it is important that the shuttle remains available to the public.

- **Homewood:** Although the service hours don't closely match employee work schedules, the resort would still communicate the option to staff, and some would likely use it. Demand at Homewood is small now but may grow over the next few years.

8. What need does adding summer events address? Where fixed route transit already serves an event, how do you avoid duplicate funding?

The summer event service addresses gaps in the existing transit network and adds capacity when demand is highest. TART provides fixed-route service to many events, but that service is often hourly, which can be a barrier for visitors and residents who have the option to drive. Increasing frequency makes transit a more convenient and competitive alternative.

The event Park & Ride service:

- Increases frequency to approximately every 30 minutes
- Serves locations not directly served by TART, such as Granlibakken
- In some cases operates beyond TART's regular service hours, giving attendees an option when fixed-route service has ended
- Adds capacity on particularly busy days when existing TART service may not meet demand (the Fourth of July is a good example)

Avoiding duplication. We look at gaps in existing TART service and use the event service to complement, rather than duplicate, the fixed-route system. Where TART already provides adequate service, the goal is not to replicate it, but to add frequency, capacity, extended hours, or connections where there is a demonstrated need.

Ultimately, we hope that more frequent and convenient transit during high-demand events will encourage visitors to shift from driving to riding the bus. As the program grows, we will refine the service based on ridership and demand, with the goal of reaching its full potential over approximately three years.

BUDGET

9. The request now includes lot rental, snow removal, marketing, TMA fees and amenities that Placer County TOT previously funded directly. Which line items and amounts are shifting to this request, and will the County continue funding any part of the program? Please show the existing budget alongside the request (Budget Form, column B).

Under the proposed grant request, costs previously covered directly by Placer County shift from being directly funded by Placer County to being included in TNT/TMA's program budget and managed through this grant.

The below graphic shows the total grant ask. The orange is what would have previously been covered

directly by Placer County and the blue is what was previously covered by TOT/TBID Dollars at work. Together they make up the total grant ask:

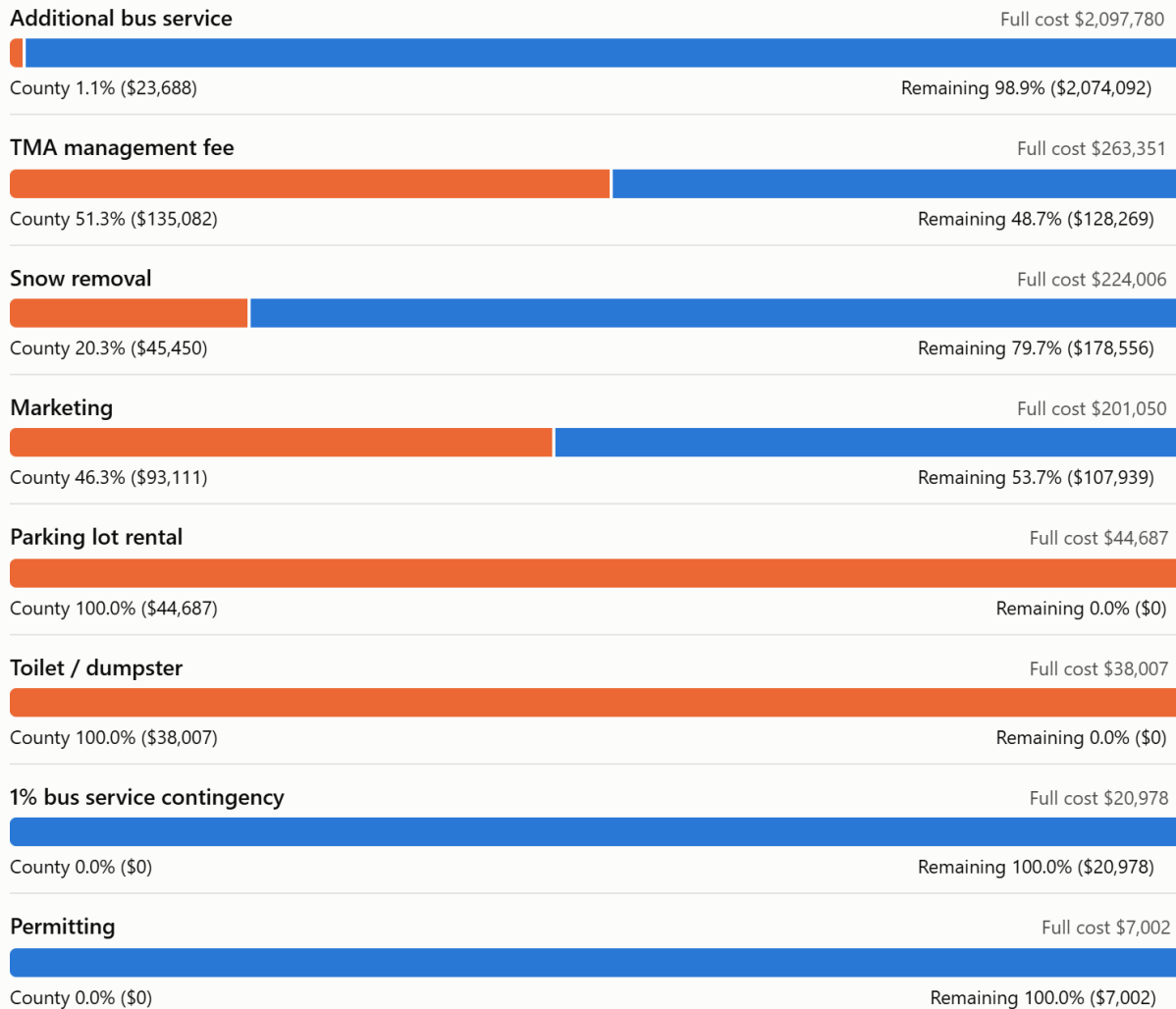
Full program cost
\$2,896,861
 7/1/2027 to 6/30/2030

Placer County portion
\$380,024
 13.1% of full cost

Remaining to fund
\$2,516,837
 86.9% of full cost

Placer County portion within each line item's full cost

Placer County portion Remaining cost



10. With added service offerings, administration may need to increase beyond the cost of living adjustment. Is administration adequately budgeted?

Yes. The annual increase in the program budget, combined with the 10% management fee, should adequately cover administration costs.

11. What does the 1% contingency line item cover?

The 1% contingency covers unanticipated increases in bus service hours across our programs, such as service running longer than anticipated or additional service needed to respond to higher-than-expected ridership or demand.

For example, if a program requires additional service hours because of a particularly busy event, a major storm, or unexpectedly high ridership, the contingency provides limited flexibility to meet those needs without requiring an immediate budget adjustment.

12. Who owns the parking lots being rented, and why are they not available at no cost? The 64 acre lot averaged about 20 cars per service day, while rental, snow removal and permitting total about \$276,000 over the grant. Is the lot still needed at that level of use, or are there lower cost options?

The parking locations are owned or managed by different entities, and each has associated costs. Public parking lots are free.

Location	Ownership and cost
64 Acres	Owned by the U.S. Forest Service and available through a Forest Service Use Permit, which has a small associated cost. Snow removal is provided by Goodrich and Sons, the same contractor that clears the Tahoe Transit Center. The lot is strategically located and an important Park & Ride option, and provides critical parking on busy days at Palisades.
Truckee High School	TNT/TMA receives a nonprofit discount, but a rental fee is still required, consistent with the district's standard practice for renting school facilities. TNT/TMA also pays for snow removal on days the lot is used.
LIFT Co-work Space	LIFT rents this parking area to TNT/TMA. The rental helps LIFT offset its snow removal costs and its lease expenses with the airport.
Tahoe City Transit Center	Free public parking.
Coldstream Bus Stop	Free public parking nearby.

These are the only locations identified that meet the program's operational and geographic needs. Location is particularly important because the lots must be positioned where TART buses can serve them efficiently without significant route diversions. Parking lots generally carry some cost, whether through rental fees, snow removal, maintenance, liability, or impacts from vehicle use, and we have not identified alternatives with the same combination of location, accessibility, and operational feasibility at significantly lower cost. We will continue to monitor utilization and explore additional parking options as part of that evaluation.

13. How is cost shared between the resorts and public TOT funds, and could the resorts contribute more?

We have asked the resorts to contribute 25% of their contracted operations costs; Sugar Bowl is able to contribute a 15% match. We also asked the resorts whether they could contribute more. The responses that I received are as follows:

- **Palisades:** Yes, we would be willing to contribute more. We recognize the significant value the Park and Ride service provides and view it as a critical component of our transportation strategy. We are curious, however, why we would be asked to contribute more based on the success of our program relative to some of the other funded programs. Given the wide spread in ridership and cost, we wonder whether it makes sense to separate the Park and Ride programs. We would hate to see our program lose funding due to the lack of success of the others.
- **Sugar Bowl:** Sugar Bowl likely cannot contribute additional funds and believes it is contributing fairly. Our primary motivation is to remove vehicles from the road and provide transportation for those without access to a vehicle, which are goals for our region. The service also benefits Donner Ski Ranch (DSR): in the 2025–26 season, 47% of all drop-offs on the Summit were at DSR, which has not contributed to date. The remaining 53% of drop-offs at Sugar Bowl may also serve Sugar Bowl Academy, a 501(c)(3) organization independent from the resort.
- **Homewood:** Yes, though this is somewhat speculative. The cost of the program is quite reasonable, so we could likely go up to about 25%.

North Tahoe Workforce Vanpool

TNT/TMA | Sara Van Siclen | Transportation: commuting

PROGRAM SNAPSHOT

TOT request	\$1,107,500
Match	\$494,400 (Washoe RTC, cash)
Request by year	Year 0: \$141,240 Year 1: \$302,940 Year 2: \$318,140 Year 3: \$345,180
What it does	An \$800 per month subsidy per vanpool through Commute with Enterprise, layered with other subsidies such as Washoe RTC Smart Trips. Remaining costs are split by riders or covered by employers.
Effective metrics	Average subsidy of \$8 or less per one way passenger trip Average monthly subsidy of \$145 or less per rider Average of 5 or more passengers per vehicle trip
Impact metrics	Reduce VMT and CO2 emissions 10% annually \$12,000 or more in average annual savings per employee More than 65% of participants report they can work in the region because of the program Net promoter score of 60 or higher
Track record	August 2025 to July 2026: 1,230,213 VMT reduced. Spring 2026: a monthly average of 14.3 vanpools serving 87 employees.
Previous funding	3-Year Sponsorship: \$602,754 (TOT) + \$155,000 (TBID) for study

COMMITTEE QUESTIONS

The committee developed these questions after its September 17 review. They were sent to the applicant, who has been asked to address them during the presentation on October 22, 2026.

PROGRAM AND BUDGET

1. Are the vehicles available year round or seasonally?
2. Please explain how Task 4 (\$1,022,966) and Task 2 (\$15,883) were budgeted.
3. Please walk through the subsidy increases across years. The existing subsidy is listed at \$124,800 with two vanpools added each year, yet the Year 1 budget roughly doubles and then increases about \$19,200 each year.
4. The budget assumes 26 vanpools in Year 0, up from a monthly average of 14.3 vanpools this spring. What interest or employer commitments support that growth, and what happens to subsidy funds if fewer vanpools form?

DATA

5. VMT and CO2 results rely on trip data riders self report through Commute with Enterprise. How is that data checked for accuracy, and what units is the CO2 figure reported in?

2026 Ongoing Proven Program Cycle | TOT Advisory Committee Questions

North Tahoe Workforce Vanpool

Truckee North Tahoe Transportation Management Association

Please address these questions in your presentation to the TOT Advisory Committee on October 22, 2026.

PROGRAM AND BUDGET

1. Are the vehicles available year round or seasonally?

The vehicles are available year round. Our vendor, Commute with Enterprise, provides four-wheel-drive vehicles suited to Tahoe's mountain conditions in every season. Use is highest in winter, when snow, chain controls, and peak resort traffic make a reliable, winter-ready vehicle most valuable to riders.

2. Please explain how Task 4 (\$1,022,966) and Task 2 (\$15,883) were budgeted.

Task 4

Line item	Vans	Amount
Commute With Enterprise Subsidy, Year 0 (6 months)	26	\$124,800
Commute With Enterprise Subsidy, Year 1	28	\$268,800
Commute With Enterprise Subsidy, Year 2	30	\$288,000
Commute With Enterprise Subsidy, Year 3	32	\$307,200
TMA Staff Time		\$34,166
Total		\$1,022,966

Task 2

Staff time: \$15,883.

3. Please walk through the subsidy increases across years. The existing subsidy is listed at \$124,800 with two vanpools added each year, yet the Year 1 budget roughly doubles and then increases about \$19,200 each year.

The subsidy is calculated as **\$800 × number of vanpools × number of months**.

- **Year 0 to Year 1:** Year 0 covers only 6 months, which is why the budget roughly doubles in Year 1 (26 vans × 6 months = \$124,800; 28 vans × 12 months = \$268,800).
- **Year 1 onward:** The budget grows by two vans each year. Two vans × \$800 × 12 months = \$19,200 per year. We also budgeted a COLA increase for all areas except subsidy year over year.

4. The budget assumes 26 vanpools in Year 0, up from a monthly average of 14.3 vanpools this spring. What interest or employer commitments support that growth, and what happens to subsidy funds if fewer vanpools form?

The request for 26 vans is based on projected demand identified by our Commute with Enterprise sales representative through conversations with local businesses. The preliminary prospect list is below. We do not yet have formal agreements with all listed entities, but the projections reflect ongoing discussions and anticipated interest. The request also builds in capacity for future growth by adding two vans each year. If we do not have the full number of vans running the subsidy funds for those vans would not be spent and I assume would eventually be returned to the grant program.

Prospective employer	Vans
Palisades Tahoe	8
Tahoe Truckee Sierra Disposal	5
Northstar	4
Everline Resort	2
US Coast Guard	2
Sugar Bowl	2
Granite Peak Management	1
Peak Landscape	1
Tahoe City Marina	1
Total	26

DATA

5. VMT and CO2 results rely on trip data riders self-report through Commute with Enterprise. How is that data checked for accuracy, and what units is the CO2 figure reported in?

We sent this question to Commute with Enterprise. Their response, summarized:

- **Daily reporting.** Each day a trip is made, the vanpool must enter the trip and which riders were aboard, using a computer or smartphone.
- **Route set-up.** When a vanpool forms, its route is established. Each rider is assigned an on/off stop, which is used to determine passenger miles traveled (PMT) and vehicle revenue miles (VRM). These allow estimation of community impacts such as VMT saved.
- **Deviations.** Any deviation from the normal route is entered manually by the vanpool.
- **Monthly review.** Information is reviewed each month for correctness and reasonableness, and VRM is periodically checked against vehicle odometer readings.
- **Route review.** Routes are reviewed periodically and adjusted as needed, especially when a member joins or leaves, since that can change the overall route.

CO2 units: The estimated CO2 reduction is reported in **pounds** with the monthly MR-20 report. For example, the estimated reduction in August 2026 was 73,570 lbs.

Resort Triangle Transportation Plan: North Lake Tahoe Parking Management Program

Placer County | Jared Deck | Transportation: parking management

PROGRAM SNAPSHOT

TOT request	\$2,165,000 (scope of services tasks total \$2,265,000)
Match	\$1,714,100 (projected Tahoe City parking revenue \$1,070,000; Caltrans grant upon approval \$600,000; County staffing in kind \$44,100)
Request by year	Year 0: \$360,000 Year 1: \$880,000 Year 2: \$440,000 Year 3: \$485,000
What it does	Phase Two builds on the Kings Beach paid parking program and expands toward Tahoe City, with shared enforcement and maintenance agreements with regional partners, mobility planning and new parking technology.
Effective metrics	Consistent staffing 7 days a week, May 1 to September 30 Parking utilization data for paid lots and SR 28 One downtown mobility plan and one shared enforcement or usage agreement Tahoe City business outreach and 4 public events in 2027; kiosks installed at newly approved lots
Impact metrics	One additional public or active transportation option 150 on street educational engagements and 10 community impact responses per year A complete set of parking data analytics each season
Track record	Phase One in Kings Beach: parking implementation plan finalized, 4 paid lots installed, 50+ stakeholder events, 500+ on street engagements, and a dedicated TART Connect route in the Kings Beach grid.
Previous funding	3-Year Sponsorship Grant: \$1,012,000 (TOT + TBID)

COMMITTEE QUESTIONS

The committee developed these questions after its September 17 review. They were sent to the applicant, who has been asked to address them during the presentation on October 22, 2026.

KINGS BEACH RESULTS

1. Beyond completing identified objectives, what metrics show the Kings Beach pilot is successful? Is there data showing a reduction in neighborhood parking impacts?
2. What was the overall utilization of the Kings Beach paid lots? What motivates a visitor to pay for parking when they can park on side streets for free, and is neighborhood enforcement expanded alongside the additional lots?
3. What revenue does Kings Beach currently generate, and how is it reinvested in the program? Please share the revenue model for Kings Beach and the proposed Tahoe City expansion. (NTPUD is launching a similar program and expects it to be revenue positive after year 2.)

PROGRAM NEED AND DESIGN

4. What problem is this program solving, and why is it returning for funding?
5. Why is the Tahoe City expansion not proposed as a pilot, and why is establishing parking management in Tahoe City so costly?
6. Why does the program include a dedicated microtransit route in Tahoe City, and why is it necessary?
7. The proposed metrics and outcomes focus on completed objectives. What effectiveness and impact measures (such as turnover, occupancy, compliance and mode shift) will you track?

BUDGET

8. The yearly budget totals \$2,165,000, but the scope of services tasks total \$2,265,000. Which tasks will be reduced by \$100,000, and what changes in deliverables?
9. Please justify the staffing costs: why does staffing cost \$800,000 for two full time staff and one intermittent enforcement officer, and why does the staffing task end June 30, 2029, a year before the grant period ends? Do the staffing or parking equipment budgets include vehicles for enforcement staff?
10. Please provide a detailed breakdown of Task 7, Technology Expansion (\$485,000). What deliverables will it produce beyond investigation? If a parking app is pursued, it should integrate with existing apps so the public does not need multiple apps to get from point A to point B.
11. What is the purpose and content of the proposed mobility plan, and why does it cost \$800,000? Is it an update to the Resort Triangle Transportation Plan? If not, how will it be coordinated with the RTTP and the Regional Transportation Plan, and what will it offer that they do not?

MATCH

12. \$1,070,000 of the match depends on Tahoe City paid parking revenue, which is not yet approved, and \$600,000 depends on a pending Caltrans grant. Where will match come from if either does not come through, and what happens to staffing and the program?

2026 Ongoing Proven Program Cycle

Request per Fiscal year

Category	Cycle	Organization/Entity	Project	Request per Fiscal year				Total Request	Match
				Year 0 (Jan 1, 2027 – June 30, 2027)	Year 1 (July 1, 2027 – June 30, 2028)	Year 2 (July 1, 2028 – June 30, 2029)	Year 3 (July 1, 2029 – June 30, 2030)		
TRANS	Ongoing Proven Program	PC-DPW	RTP- Parking Management	\$ 360,000	\$ 880,000	\$ 440,000	\$ 485,000	\$ 2,165,000	\$ 2,165,000
TRANS	Ongoing Proven Program	PC- Transit	TART Connect Expanded Services	\$ -	\$ 1,894,920	\$ 1,989,718	\$ 4,102,541	\$ 7,987,178	\$ 5,924,059
TRANS	Ongoing Proven Program	TNTTMA	Park and Ride	\$ -	\$ 911,887	\$ 960,424	\$ 1,024,550	\$ 2,896,861	\$ 534,027
TRANS	Ongoing Proven Program	TNTTMA	Vanpool	\$ 141,240	\$ 302,940	\$ 318,140	\$ 345,180	\$ 1,107,500	\$ 494,400
WH	Ongoing Proven Program	PC HOUSING	WHPP	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 3,000,000	\$ 72,320
WH	Ongoing Proven Program	PC HOUSING	Launchpad	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 4,000,000	\$ 103,180
WH	Ongoing Proven Program	PC HOUSING	Lease to Locals	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 1,500,000	\$ 35,300
WH	Ongoing Proven Program	SCH	Sierra Community House	\$ 235,242	\$ 505,482	\$ 520,646	\$ 536,265	\$ 1,797,635	\$ 1,324,853
			Total	\$ 1,736,482	\$ 6,995,229	\$ 6,728,928	\$ 8,993,536	\$ 24,454,174	\$ 10,653,139

Projection of Available TOT Funding

		25/26	26/27	27/28	28/29	29/30
	Known Amount		3YR AVG	3YR AVG	3YR AVG	3YR AVG
TOTAL TOT	\$	27,395,372.00	\$ 27,534,309.00	\$ 27,534,309.00	\$ 27,534,309.00	\$ 27,534,309.00
TOT- HT (21%)	\$	5,753,028.12	\$ 5,782,204.89	\$ 5,782,204.89	\$ 5,782,204.89	\$ 5,782,204.89
CAP- CS (20%)	\$	5,479,074.40	\$ 5,506,861.80	\$ 5,506,861.80	\$ 5,506,861.80	\$ 5,506,861.80
	\$	11,232,102.52	\$ 11,289,066.69	\$ 11,289,066.69	\$ 11,289,066.69	\$ 11,289,066.69
Minus Management Fee for NTCA and PC	\$ 336,964.00	\$ 10,895,138.52	\$ 10,952,102.69	\$ 10,952,102.69	\$ 10,952,102.69	\$ 10,952,102.69