TAHOE TRANSPORTATION DISTRICT (TTD)

BUDGET FINANCE COMMITTEE
Meeting Agenda

Parasol **October 11, 2019**
948 Incline Way, Meiling Room **9:00 a.m.**
Incline Village, NV

All items on this agenda are action items unless otherwise noted. Items on the agenda may be taken out of order. The Committee may combine two or more items for consideration. The Committee may remove an item from the agenda or delay discussion relating to an item on the agenda at any time.

I. PUBLIC INTEREST COMMENTS

All comments are to be limited to no more than five minutes per person. Comments made cannot be acted upon or discussed at this meeting, but may be placed on a future agenda for consideration.

II. RECOMMENDATION OF APPROVAL OF MINUTES OF SEPTEMBER 13, 2019

III. DISCUSSION ITEMS

(All Items for Possible Recommendation) **Page**

A. Review and Acceptance of the District's Financial Statement of Operations for July 31, 2019 **1**

IV. PUBLIC INTEREST COMMENTS

V. ADJOURNMENT

TAHOE TRANSPORTATION DISTRICT (TTD)
Meeting Agenda

Parasol **October 11, 2019**
948 Incline Way, Meiling Room **9:30 a.m.**
Incline Village, NV

All items on this agenda are action items unless otherwise noted. Items on the agenda may be taken out of order. The Board may combine two or more items for consideration. The Board may remove an item from the agenda or delay discussion relating to an item on the agenda at any time.

I. CALL TO ORDER AND GENERAL MATTERS

A. Roll Call and Determination of Quorum of TTD
B. Approval of Agenda for October 11, 2019
C. Approval of Minutes of September 13, 2019

II. PUBLIC INTEREST COMMENTS

At this time, members of the public shall have the opportunity to directly address the Board. All comments are to be limited to no more than five minutes per person. The Board is prohibited by law from taking immediate action on or discussing issues raised by the public that are not listed on this agenda. In addition, members of the public shall have the opportunity to directly address the Board after each item on which action may be taken is discussed by the public body, but before the public body takes action on the item.

III. BUDGET FINANCE COMMITTEE REPORT

IV. TAHOE REGIONAL PLANNING AGENCY ADVISORY PLANNING COMMISSION APPOINTEE REPORT

V. TAHOE TRANSPORTATION DISTRICT (TTD) CONSENT ITEMS

(All items for possible action) **Page**

A. Review and Acceptance of the District's Financial Statement of Operations for July 31, 2019 **1**

VI. TAHOE TRANSPORTATION DISTRICT (TTD) BUSINESS ITEMS

Page

A. *For Possible Action:* Presentation of District Manager's Evaluation and 360 Review, Discussion and Possible Action on Evaluators' Recommendation **16**

B. *Informational only:* Presentation on Second Installment of Background Information on TTD Authority, History, Governance, and Operations **27**

C. *Informational only:* Informational Report on Public Transit System Regulatory Oversight and Transparency Requirements and Process **235**

D. *Informational only:* Informational Update on Lake Tahoe Community College's Continued Partnership with TTD, including the Mobility Hub **242**

VII. DISTRICT MANAGER REPORT

VIII. BOARD, COMMISSION MEMBER AND STAFF COMMENTS

IX. PUBLIC INTEREST COMMENTS

X. ADJOURNMENT

The following location will be available for participation for the Board meeting by teleconference:

Caltrans
704 B Street, Room 175
Marysville, CA 95901

COMPLIANCE WITH PUBLIC NOTICE REQUIREMENTS

This notice and agenda has been posted at the TTD office and at the Stateline, Nevada post office. The notice and agenda has also been posted at the North Tahoe Conference Center in Kings Beach, the Incline Village GID office and the North Tahoe Chamber of Commerce and on the TTD website: www.tahoetransportation.org.

For those individuals with a disability who require a modification or accommodation in order to participate in the public meeting, please contact Judi Allen at (775) 589-5502 or jallen@tahoetransportation.org.

Nevada Open Meeting Law Compliance
Written notice of this meeting has been given at least three working days before the meeting by posting a copy of this agenda at the principal office of the Board and at three other separate, prominent places within the jurisdiction of the Board not later than 9 a.m. of the third working day before the meeting.

Written notice of this meeting has been given by providing a copy of this agenda to any person who has requested notice of the meetings of the Board. Such notice was delivered to the postal service used by the Board not later than 9 a.m. of the third working day before the meeting for transmittal to the requester by regular mail, or if feasible for the Board and the requester has agreed to receive the public notice by electronic mail, transmitted to the requester by electronic mail sent not later than 9 a.m. of the third working day before the meeting.

Supporting materials were provided to any person requesting such materials and were made available to the requester at the time the material was provided to the members of the Board or, if provided to the members of the Board at the meeting, were made available to the requester at the meeting and are available on the TTD website: www.tahoetransportation.org. Please send requests for copies of supporting materials to Judi Allen at (775) 589-5502 or jallen@tahoetransportation.org.

TAHOE TRANSPORTATION DISTRICT

BUDGET FINANCE COMMITTEE MEETING MINUTES
September 13, 2019

Committee Members in Attendance:
Marsha Berkbigler, Washoe County
Steve Teshara, SS-TMA
Jaime Wright, TNT-TMA

Committee Members Absent:
Cindy Gustafson, Placer County

Others in Attendance:
Carl Hasty, Tahoe Transportation District
Joanie Schmitt, Tahoe Transportation District
George Fink, Tahoe Transportation District
Judi Allen, Tahoe Transportation District

I. PUBLIC INTEREST COMMENTS
No public interest comments were made.

II. NOMINATION AND ELECTION OF FINANCE COMMITTEE CHAIR AND VICE-CHAIR
Mr. Teshara nominated Ms. Berkbigler for the Finance Committee Chair. Ms. Wright seconded the motion. The motion passed. Mr. Teshara nominated Ms. Wright for Vice-Chair. Ms. Berkbigler seconded the motion. The motion passed.

III. RECOMMENDATION OF APPROVAL OF MINUTES OF AUGUST 9, 2019
Mr. Teshara made the motion to recommend approval of the minutes of August 9, 2019. Ms. Wright seconded the motion. The motion passed.

IV. DISCUSSION ITEMS
(All Items for Possible Recommendation)

A. Adopt Resolutions 2019-011 and 2019-012 Authorizing the District Manager to Execute Revised Claims for the California Transportation Development Act Funds for the El Dorado County Portion of Lake Tahoe, Including the City of South Lake Tahoe for Transit Operations for Fiscal Year 2019-2020
Ms. Schmitt reviewed this item.

Ms. Wright made the motion to recommend adoption of Resolutions 2019-011 and 2019-012 authorizing the District Manager to execute revised claims for the California Transportation Development Act Funds for the El Dorado County portion of Lake Tahoe, including the City of South Lake Tahoe for Transit Operations for fiscal year 2020. Mr. Teshara seconded the motion. The motion passed unanimously.

B. Authorize the Issuance of a Request for Qualifications for the Procurement of an Indefinite Delivery / Indefinite Quantity Contract(s) for Professional Public Outreach Consulting Services for the Capital Improvement Program and Projects, Transit Services, and Related Programs

Mr. Hasty reviewed this item.

Ms. Wright made the motion to recommend authorizing the issuance of a Request for Qualifications for the procurement of an Indefinite Delivery / Indefinite Quantity Contract(s) for professional Public Outreach Consulting Services for the Capital Improvement Program and projects, transit services, and related programs. Mr. Teshara seconded the motion. The motion passed unanimously.

C. Authorize the Procurement for Professional Consulting Services to Develop a Multi-Jurisdiction Hazard Mitigation Plan

Ms. Hughes reviewed this item.

Mr. Teshara made the motion to recommend authorizing the procurement for professional consulting services to develop a multi-jurisdiction Hazard Mitigation Plan. Ms. Wright seconded the motion. The motion passed unanimously.

V. PUBLIC INTEREST COMMENTS

No public interest comments were made.

VI. ADJOURNMENT

TAHOE TRANSPORTATION DISTRICT / COMMISSION
BOARD MEETING MINUTES
September 13, 2019

TTD/C Board Members in Attendance:

Steve Teshara, SS-TMA, Chair
Marsha Berkbigler, Washoe County
Peter Kraatz, Placer County
Lucia Maloney, Carson City, Vice Chair
Wesley Rice, Douglas County
Sue Novasel, El Dorado County
Cody Bass, City of South Lake Tahoe
Jaime Wright, TNT-TMA
Bill Story, NDOT
Kevin Yount, Caltrans (via conference call)

TTD/C Board Members Absent:

Vince Arthur, Member at Large
Mike Gabor, U.S. Forest Service
Serrell Smokey, Washoe Tribe

Others in Attendance:

Carl Hasty, Tahoe Transportation District
Joanie Schmitt, Tahoe Transportation District
Danielle Hughes, Tahoe Transportation District
Nick Haven, Tahoe Regional Planning Agency
Zach Thomas, Tahoe Transportation District
Tara Frank, Tahoe Transportation District
Judi Allen, Tahoe Transportation District

I. TAHOE TRANSPORTATION DISTRICT AND TAHOE TRANSPORTATION COMMISSION CALL TO ORDER AND ROLL

A. Roll Call and Determination of Quorum
The meeting of the Tahoe Transportation District and Tahoe Transportation Commission was called to order by Chairman Teshara at 9:30 a.m., at the Tahoe Regional Planning Agency. Roll call was taken and it was determined a quorum was in attendance for the TTD/TTC.

B. Approval of TTD/TTC Agenda of September 13, 2019
Motion/second by Ms. Novasel/Ms. Wright to approve the TTD/TTC agenda for today's meeting. The motion passed unanimously.

C. Approval of TTD/TTC Meeting Minutes for August 9, 2019
Motion/Second by Ms. Novasel/Mr. Rice to approve the TTD and TTC minutes, as amended by Mr. Teshara. The motion passed, with Mr. Kraatz and Ms. Wright abstaining.

II. PUBLIC INTEREST COMMENTS

No public interest comments were made.

III. BUDGET FINANCE COMMITTEE REPORT

Ms. Berkbigler reported the committee reviewed the items on the Committee agenda and recommended the requested actions of the items.

IV. TAHOE REGIONAL PLANNING AGENCY ADVISORY PLANNING COMMISSION APPOINTEE REPORT

Mr. Teshara reported the APC did not meet in August.

Ms. Maloney arrived at 9:34 a.m.

V. TAHOE TRANSPORTATION COMMISSION (TTC) BUSINESS ITEMS

A. Recommend Approval of the 2019 Public Participation Plan to the Tahoe Metropolitan Planning Organization Governing Board
Mr. Haven reviewed this item.

Action Requested: For Possible Action

Mr. Kraatz made the motion to recommend approval of the 2019 Public Participation Plan to the Tahoe Metropolitan Planning Organization Governing Board. Ms. Maloney seconded the motion. The motion passed unanimously.

VI. ADJOURN AS TTC AND RECONVENE AS TTD

VII. TAHOE TRANSPORTATION DISTRICT (TTD) CONSENT ITEMS

A. Review and Acceptance of the Quarterly Transit Report for the Fourth Quarter of Fiscal Year 2019
B. Adopt Resolutions 2019-011 and 2019-012 Authorizing the District Manager to Execute Revised Claims for the California Transportation Development Act Funds for the El Dorado County Portion of Lake Tahoe, Including the City of South Lake Tahoe for Transit Operations for Fiscal Year 2019-2020
C. Authorize the Issuance of a Request for Qualifications for the Procurement of an Indefinite Delivery / Indefinite Quantity Contract(s) for Professional Public Outreach Consulting Services for the Capital Improvement Program and Projects, Transit Services, and Related Programs

Ms. Berkbigler motioned to approve the consent calendar. Ms. Novasel seconded the motion. The motion passed unanimously.

VIII. TAHOE TRANSPORTATION DISTRICT (TTD) BUSINESS ITEMS

A. Authorize Staff to Enter TTD into Memorandums of Understanding with Two Affordable Housing Developers, Pacific Development Group and Urban Housing Communities and the City of South Lake Tahoe, in Order to Fulfill the US 50/South Shore Community Revitalization Project Permit's Special Conditions to Construct One Hundred and Nine Deed Restricted Low- and Moderate-Income Multi-Family Units

Mr. Thomas reviewed this item. Mr. Teshara thanked Mr. Bass for his support with the City Council. Mr. Hasty noted there is going to be a workshop in the affected neighborhood on September 18.

Lew Feldman, on behalf of the Pacific Development Group, thanked Mr. Bass his assistance with the partnership opportunity and is looking forward to the project continuing to advance to fruition.

Mr. Hasty reviewed the next steps which includes developing agreements, determining the project and the commitments needed.

Action Requested: For Possible Action

Mr. Bass made the motion to authorize staff to enter the District into Memorandums of Understanding with Pacific Development Group, Urban Housing Communities and the City of South Lake Tahoe to fulfill the construction of one hundred and nine deed restricted, low- and moderate income multi-family units as required by Tahoe Regional Planning Agency's special conditions within the permit issued for the US50/South Shore Community Revitalization Project. Ms. Berkbigler seconded the motion. The motion passed unanimously.

B. Appointment of TTD's Representative and an Alternate to the Tahoe Regional Planning Agency's Advisory Planning Committee

Mr. Teshara reviewed this item and added he would appreciate being able to finish his term as chairman of the APC. Ms. Berkbigler made the motion to reappoint Mr. Teshara as the APC representative. Mr. Rice seconded the motion. Ms. Maloney questioned if any other Board member would be interested in being the representative. Ms. Wright stated she had been approached about being the representative. Ms. Novasel nominated Ms. Wright as the APC representative. Mr. Bass seconded the motion.

Ms. Maloney thanked Mr. Teshara for his time on the APC.

Action Requested: For Possible Action

A roll call vote was taken for the reappointment of Mr. Teshara. The motion did not pass. A roll call vote for the appointment of Ms. Wright as the APC representative passed, with Ms. Wright abstaining. Mr. Rice

made the motion to appoint Mr. Teshara as the APC alternate. Mr. Kraatz seconded the motion. The motion passed unanimously.

C. Approve Moving the Tier 2 Screening Result Ideas for the Recreation Travel Regional Revenue Action Plan Contract, Also Known As the OneTahoe Initiative, Forward to the Tier 3 Screening Process; and Approve the Final Task Order #3 - Morse Associates Consulting, LLC in the Amount of $481,710.10

Mr. Derek Morse reviewed the Tier 2 screening result ideas and gave a presentation.

Mark Erving, UHC, commented the UK model generates revenue and modifies behavior and he would like to see a property tax looked at again.

Action Requested: For Possible Action

Ms. Berkbigler made the motion to approve moving the Tier 2 screening result ideas forward to the Tier 3 screening process. Mr. Kraatz seconded the motion. The motion passed unanimously.

Ms. Novasel made the motion to approve the final task order #3 in the amount of $481,710.10 to Morse Associates Consulting, LLC. Ms. Wright seconded the motion. Ms. Maloney stated although she is supportive of the project, she can't vote yes if the contract is not included in the packet. The motion passed, with Mr. Bass and Ms. Maloney voting no.

D. Approve an Interlocal Agreement Between the Nevada Department of Transportation and TTD for Maintenance and Operations of the Shared Use Path and Associated Facilities on Nevada State Route 28, Including Trailhead Parking Facilities in the Nevada Department of Transportation's Right of Way

Ms. Hughes reviewed this item.

Action Requested: For Possible Action

Ms. Berkbigler made the motion to approve the development of an Interlocal Agreement for maintenance and operations of the State Route 28 shared use path and associated parking facilities with the Nevada Department of Transportation and to bring the agreement back to the Board for approval. Ms. Wright seconded the motion. The motion passed unanimously.

E. Approval to Seek Acquisition of the Old Elementary School Site, Located at 771 Southwood Blvd., Incline Village, from the Washoe County School District for Use as a Mobility Hub Related to the Development of Tahoe's Transit System and Operations for Public Transit and Public Access to the Lake Tahoe Region

Mr. Hasty reviewed this item.

Action Requested: For Possible Action

Ms. Berkbigler made the motion to approve seeking the acquisition of the old elementary school site located at 771 Southwood Blvd., Incline Village and authorize the District Manager and legal counsel to develop cooperative agreements on funding, pursue due diligence, and develop an acquisition funding package and timeline to be brought back to the Board. Mr. Bass seconded the motion. The motion passed unanimously.

F. Authorize the Procurement for Professional Consulting Services to Develop a Multi-Jurisdiction Hazard Mitigation Plan
Ms. Hughes reviewed this item.

Action Requested: For Possible Action

Mr. Bass made the motion to authorize the procurement for professional consulting services to develop a multi-jurisdiction Hazard Mitigation Plan. Mr. Rice seconded the motion. The motion passed, with Ms. Maloney voting no.

IX. DISTRICT MANAGER REPORT

Mr. Hasty noted the neighborhood workshop will be held on September 18 from 4:00 p.m. to 7:00 p.m. at Fern Street with work stations and refreshments. He also updated the Board on the Board's workshop planning.

X. BOARD, COMMISSION MEMBER AND STAFF COMMENTS

Mr. Story noted they are moving forward with the US50 East corridor study project, and that the Round Hill Pines entrance project meeting will be held on September 25 at the Forest Service offices.

Mr. Rice announced there will be a dedication and grand opening of the new trailhead facility at the top of Andrea Drive next Thursday, September 19 at 11:00.

Mr. Kraatz noted Placer County is beginning the planning of a new roundabout at State Routes 267 and 28.

Ms. Wright noted they are beginning planning for winter and added that Truckee will hopefully be running some night service to Squaw Valley and Northstar and connecting with TART.

Mr. Bass stated he asked the City Council to have a discussion regarding transit at their next meeting in order to solidify their commitment to transit and take on a role as a partner. He added the snowmelt system was replaced at Stateline transit center.

Ms. Maloney noted Carson City's draft Transit Development and Coordinated Human Services Plan has been posted on their website, with the final being

considered for approval on October 9. She added the Carson Area Transportation System Management Plan will look at traffic control systems in rural Northern Nevada.

Mr. Teshara gave an update regarding Mr. Hasty's performance review, which will be brought to the Board at the October meeting. He also noted the Kahle Vision Plan will be presented to the Douglas County Commissioners at their meeting on October 19, and gave a South Shore TMA update.

Mr. Haven reminded the Board of the OneTahoe listening sessions that are scheduled for September 24 and 26.

Ms. Hughes noted the Back Country Alliance will be starting a pilot ski shuttle this winter on the West Shore and the Nevada Broadband meeting is scheduled for September 27.

Mr. Yount announced the Echo Summit Bridge two-week full closure on Hwy 50 has been postponed to the spring of 2020.

XI. PUBLIC INTEREST COMMENTS

No public interest comments were made.

XII. ADJOURNMENT

The meeting adjourned at 12:09 p.m.

Respectfully Submitted:

Judi Allen
Executive Assistant
Clerk to the Board
Tahoe Transportation District

(The above meeting was recorded in its entirety, anyone wishing to listen to the aforementioned tapes, please contact Judi Allen, Clerk to the Board, (775) 589-5502.)

Tahoe Transportation DISTRICT

Connecting our communities

MEMORANDUM

Date: October 7, 2019

To: Tahoe Transportation District (TTD) Board of Directors

From: TTD Staff

Subject: Review and Acceptance of the District's Financial Statement of Operations for July 31, 2019

Action Requested:
It is requested the Board accept the Financial Statement of Operations for the first month of fiscal year 2020 (FY20) ending July 31, 2019.

Fiscal Analysis:
TTD is in good financial standing with one area remaining a concern, which is the continued use of General Funds for non-reimbursable, non-transit operation expenses, since the agency does not have a dedicated general fund source. Staff continues its efforts to minimize General Fund costs where possible and find other funding sources that can be used for such expenses.

Background:
Staff has completed analyzing financial information for the first month of FY20, ending July 31, 2019. The presentation of the financial information will highlight FY20 July activity and continues to detail the District's funds: General, Capital Improvement Program (CIP), Transit Operations, and Parking Systems (See Attachment A).

Discussion:
General Fund –
Overall, the District ended with a decrease of $12,481 for July activity. The decrease can be summarized as follows:

District Operations Revenues		District Operations Expenses	
Rental Car Mitigation Fees (RCMF)	$1,353	Salaries & Benefits	$13,170
Administrative Support	$19,312	TRPA Services (Rent, Utilities,	
Interest	$87	Supplies)	$4,038
		Professional Services	$3,485
		Audit Services	$900
		Leases (Other Rent)	$675
		Insurance	$1,794
		Telephone	$1,823
		Transfer – Grant Match	$2,501
		Subscriptions, Dues, Publica	$2,945
		Other	$1,903
Total Revenue	$20,753	Total Expenses	$33,234

JS/ja AGENDA ITEM: V.A.

Staff is projecting the year-end FY19 General Fund balance to be $685,487, an increase of $117,685.

In July, the decrease was expected as the District Manager traveled to Washington, DC; the annual CALCOG membership fee was due; and the first payroll paid in July was recognized in FY19, which resulted in lower Administrative Support fees from the transit and CIP funds.

RCMF decreased $6,540 or 83% from $7,893 in July 2018 to $1,353 in July 2019. Staff will continue to monitor to see if this will become a trend in the future and will include a year over year comparison in the September quarterly financials report.

The net result decreased the General Fund's overall fund balance for the year to $673,006.

CIP Fund –
July activity resulted in an increase of $77, resulting from July interest earned on project advances. Below is a brief recap of July activity for the CIP Fund.

Funding Source	Expenditures	Grant Balance
Caltrans		
Active Transportation Program	$4,350	$1,258,251
Federal Transit Administration		
NDOT Value Pricing Pilot Program (VPPP)	$4,296	$69,050
Surface Transportation Block Grant		
Caltrans – US 50	$30,024	$1,023,463
NDOT – Rec Travel	$47,528	$56,892
General Fund Transfer (Match)	$2,501	$2,994
Caltrans – Rec Travel	$2,670	$223,764
Contributions		
Mariner AQMF (VPPP Match)	$0	$84,685
Tahoe Fund	$0	$10,000
IVGID	$2,386	$26,344
TCPUD	$0	$19,000
TMPO		
SR 89 Corridor Management	$896	$7,141
LCTOP		
FY16-17 (Bijou Shelter/LTCC Mobility Hub)	$0	$31,445
FY18-19 (LTCC Mobility Hub)	$0	$126,677
Prop 1B		
PTMISEA – Engine Replacements	$20,641	$185,965
PTMISEA – Transit System Modernization	$0	$85,973
PTMISEA – LTCC Mobility Hub	$0	$109,922
TSSSDRA – Fleet & Facility Safety	$0	$34,976
Recreation Trails		
Shoreline	$0	$8,016
Education	$1,170	$16,248
CTC		
Climate Study	$277	$21,414
Caltrans Yard Study	$7,613	$320,335
Washoe County		
Bond Sale	$2,384	$452,520
Total Expenditures	$126,736	

JS/ja AGENDA ITEM: V.A.

At year-end June 30, 2019, Staff is projecting the CIP Fund balance to be $2,007, an increase of $1,418 for FY19. June (FY19) CIP expenses totaled $1,009,677, of which $762,767 was transferred to the Transit Ops and Parking Meter funds. The following is a brief summary of those expenses:

- LTCC Mobility Hub incurred $705,478 in costs, of which $605,478 was funded with PTMISEA and the remaining $100,000 from the transit fund. This transfer was recorded under the Transit Funds Fixed Assets "Work In Progress." Upon completion of the construction of the Mobility Hub, all costs will move to "Fixed Assets" and depreciated over twenty years.
- Engine Replacement incurred $914 from PTMISEA for parts, including a Transmission Control Module and miscellaneous parts for Bus 3311. The costs were transferred to the Transit Funds Fixed Assets "Work-In-Process" and will be added, along with all costs incurred on the engine replacement, to the value of Bus 3311 and be depreciated over the remaining life of the bus.
- Five parking meters, purchased using $37,196 from the NDOT VPPP grant and matched with $9,299 from WC-1 funds, were transferred to the Parking System Fund Fixed Assets.
- An additional parking meter was purchased for $9,299 using WC-1 funds and was transferred to the Parking System Fund Inventory and will be used for spare parts.
- Two handheld 2-way radios were purchased with Recreation Trails – Education with matching funds from WC 1 bond sales, totaling $581 and transferred to the Parking System Fund expense Equipment under $5,000.

In July, the CIP fund transferred $4,483 to the Transit Ops fund for the balance of the Engine Replacement for Bus 3311, which was paid with Prop 1B PTMISEA funding.

The net result increased CIP's overall fund balance to $2,084, which is $77 more than at the start of the fiscal year.

Transit Fund -
Overall, the District ended with an increase of $84,702 for July activity. The increase can be summarized as follows:

	South Shore Ops including SR28
Revenue Detail	
FTA 5307 (Fast Act)	$142,290
NDOT	
FTA 5311	$66,855
NV State Parks	$17,756
Contributions	
Douglas County	$4,167
Transportation Development Act (TDA)	
Local Transportation Fund (LTF)	$91,965
State Transit Assistance (STA)	$50,940
State Transit Assistance (SGR)	$0
Farebox Revenue	$61,517
Pass Sales	$10,031
Miscellaneous	$6

JS/ja AGENDA ITEM: V.A.

	South Shore Ops including SR28
Advertising Revenue	$145
Sale of Fixed Asset	$0
Interest	$180
Total Revenues	**$445,852**
Expense Detail	
Personnel	$151,876
Fuel/Fuel Tax	$27,865
Insurance	$17,560
Repairs/Maintenance	$49,878
Professional Services/Contracts	$23,418
Facility Rent/Utilities/Phone	$22,857
Supplies	$2,527
ICAP	$18,061
Depreciation	$48,885
Loss on Disposals	$0
Capital Outlay	($4,483)
Other Expenses	$2,706
Total Expenses	**$361,150**
Increase/(Decrease)	$84,702

Staff is projecting the Transit Ops Fund balance to be $4,881,386 at June 30, 2019, an increase of $627,059 for FY19. This increase includes $1,186,013 in CIP transfers that were recorded in the Transit Operations Funds Fixed Assets or Work In Progress.

In July, the Transit Ops "Work in Process" was reduced by $43,144 for the previous costs incurred on Bus 3311's engine replacement and added the current CIP transfer for additional parts of $4,483. The total engine replacement came to $47,627 and began depreciation on July 27, 2019.

The net result increased Transit's overall fund balance for the year to $4,966,089, which is $84,702 more than at the start of the fiscal year. As of July 31, 2019, the Transit Fund, excluding depreciation, disposals and transfers from the CIP Fund, increased by $129,104 in FY20.

Parking System (PS) Fund-

As mentioned above, in June 2019, the PS fund received six parking meters from the CIP fund, one of which will be used for spare parts and therefore recorded in the Inventory account on the PS balance sheet. In addition, the two handheld 2-way radios were transferred from the CIP fund. Total transfer amounted to $50,975.

Staff is projecting the PS Fund balance to be $55,142 at June 30, 2019, an increase of $55,142 for FY19.

In July, the PS fund decreased by $1,483, due to depreciation of $1,335 and printing bank checks totaling $148.

The overall PS fund balance is $53,659 on July 31, 2019.

JS/ja AGENDA ITEM: V.A.

Balance Sheet-
The detailed balance sheet as of July 31, 2019 is attached (Attachment A).

The fixed asset balances, net of depreciation, include $2,508,316 in Transit funds, $0 in the governmental fund, and $0 in parking system funds of federalized/state obligations. Should the District choose to liquidate a federalized asset, permission from the governmental agency is required and their obligation takes priority.

Additional Information:
If you have any questions or comments regarding this item, please contact Joanie Schmitt at (775) 589-5507 or jschmitt@tahoetransportation.org.

Attachment:
A. July Financial Statement

JS/ja AGENDA ITEM: V.A.

Tahoe Transportation District
Balance Sheet
As of July 31, 2019

	TOTAL	General	CIP	Transit	PS	GFA
ASSETS						
Cash & Equivalents	1,322,098	661,357	(615,257)	1,271,006	4,992	
Accounts Receivable	3,896,906	19,176	1,115,568	2,762,162		
Prepaids	117,406	81,230		36,176		
Inventory	207,236			197,937	9,299	
*Capital Assets, Net Depreciation	2,686,834			2,642,320	44,515	3,577
TOTAL ASSETS	**8,230,480**	**761,763**	**500,311**	**6,909,601**	**58,806**	**3,577**
LIABILITIES						
Accounts Payable	295,758	88,757	86,339	120,516	147	
Deferred Revenues	2,091,626		411,888	1,674,738	5,000	
Nevada State Bank - LOC						
Insurance Payable	(50,000)			(50,000)		
EE Compensated Absences	98,258			98,258		40,939
TOTAL LIABILITIES	**2,535,642**	**88,757**	**498,227**	**1,943,512**	**5,147**	**40,939**
NET POSITION						
Invested in Capital Assets	2,096,600			2,096,600		7,699
Unrestricted	2,681,118	522,802	589	2,157,727		(38,404)
Assigned	45,000	45,000				
SUB TOTAL NET POSITION BALANCES	4,822,718	567,802	589	4,254,327		(30,706)
FY 19 Projected Increase/(Decrease) to Fund Balance	**801,304**	**117,685**	**1,418**	**627,059**	**55,142**	**(7,022)**
FY 29 Increase/(Decrease) to Fund Balance	**70,815**	**(12,481)**	**77**	**84,702**	**(1,483)**	**366**
TOTAL NET POSITION	**5,694,838**	**673,006**	**2,084**	**4,966,089**	**53,659**	**(37,362)**
TOTAL LIABILITIES & NET POSITION	**8,230,480**	**761,763**	**500,311**	**6,909,601**	**58,806**	**3,577**

* The fixed asset balances, net of depreciation, include $2,508,316 in transit funds, $0 in the governmental-wide fund account and $0 in aprking system funds of federalized obligations. Should the District choose to liquidate a federalized asset, permission from the governmental agency is required and their obligation takes priority.

Tahoe Transportation District
Statement of Operations
July 1, 2019 through July 31, 2019

	TOTAL	General	CIP	Transit	PS	GFA
Revenues						
Federal Grants	300,080		90,935	209,145		
State Funding	191,574		30,914	160,661		
Contributions	6,553		2,386	4,167		
General Revenues	19,318	19,312		6		
Charges for Services	73,045	1,353		71,692		
Special Items	345	88	77	180	0	
TOTAL REVENUES	**590,916**	**20,752**	**124,312**	**445,852**	**0**	
Expenses						
Personnel	180,830	13,170	14,240	153,420		
Personnel - Compensated Absences	(1,544)			(1,544)		(571)
Contracts	89,589		89,589			
Fuel	27,865			27,865		
Depreciation	50,219			48,885	1,335	205
Other Operating	153,830	17,562	17,174	118,946	148	
ICAP - 10%	19,312		1,250	18,061		
Capital Outlay						
Interest						
Other Funding Sources		2,501	1,982	(4,483)		
TOTAL EXPENSES	**520,100**	**33,234**	**124,235**	**361,150**	**1,483**	**(366)**
FY 20 Increase / (Decrease) to Net Position	**70,815**	**(12,481)**	**77**	**84,702**	**(1,483)**	**366**

Tahoe Transportation District
General Fund
Statement of Operations
July 1, 2019 through July 31, 2019

	General Fund Activity		Actual vs Budget			Program YTD
	July	1st Qtr	YEAR TO DATE	Board Approved Budget	Var %	District Ops
Revenues						
General Revenues						
Admin Support	19,312	19,312	19,312	503,110	3.84%	19,312
Miscellaneous					100.00%	
Contributions					100.00%	
Total General Revenues	**19,312**	**19,312**	**19,312**	**503,110**	**3.84%**	**19,312**
Charges for Services						
Administrative Fees				10,000	0.00%	
Rental Car Mitigation Fees	1,353	1,353	1,353	100,000	1.35%	1,353
Total Charges for Services	**1,353**	**1,353**	**1,353**	**110,000**	**1.23%**	**1,353**
Special Items						
Sale of Fixed Assets						
Interest Revenue	88	88	88	120	73.02%	88
Total Special Revenues	**88**	**88**	**88**	**120**	**73.02%**	**88**
TOTAL REVENUES	**20,752**	**20,752**	**20,752**	**613,230**	**3.38%**	**20,752**
Expenses						
Operating						
Personnel	13,170	13,170	13,170	270,125	4.88%	13,170
Repairs & Maintenance				1,000	100.00%	
Insurance	1,794	1,794	1,794	22,200	8.08%	1,794
Facility Rent	3,459	3,459	3,459	48,635	7.11%	3,459
Facility Utilities	307	307	307	3,660	8.39%	307
Telephone	1,823	1,823	1,823	15,000	12.15%	1,823
Supplies	1,213	1,213	1,213	17,600	6.89%	1,213
Advertising & Public Relations				1,200	0.00%	
Reproduction & Printing				1,350	0.00%	
Postage				1,800	0.00%	
Dues, Subscriptions & Publications	2,945	2,945	2,945	8,800	33.47%	2,945
License & Permits				300	0.00%	
Professional Services	3,485	3,485	3,485	77,650	4.49%	3,485
Legal Services				12,000	0.00%	
Auditing Services	900	900	900	35,000	2.57%	900
Bank Fee / CC Fees	400	400	400	3,000	13.33%	400
Transit Management - No Shore				20,000	0.00%	
Training				8,500	0.00%	
Travel	1,131	1,131	1,131	18,700	6.05%	1,131
Events				3,575	0.00%	
Taxes				8,000	0.00%	
Miscellaneous Expenses	106	106	106	5,000	2.13%	106
Total Operating	**30,732**	**30,732**	**30,732**	**583,095**	**5.27%**	**30,732**

Tahoe Transportation District
General Fund
Statement of Operations
July 1, 2019 through July 31, 2019

	General Fund Activity		Actual vs Budget			Program YTD
	July	1st Qtr	YEAR TO DATE	Board Approved Budget	Var %	District Ops
Capital Outlay						
Office & Equipment over $5000						
Office & Equipment under $5000				10,500	0.00%	
CIP over $5000						
Reimbursed Capital Expenses						
Total Capital Outlay	**0**	**0**	**0**	**10,500**	**0.00%**	**0**
Interest						
Interest Expense				7,500	0.00%	
Total Interest Expense	**0**	**0**	**0**	**7,500**	**0.00%**	**0**
Other Financing Sources						
Preventive Maint (In)						
Capital Outlay (In) Out						
Transfer (In) Out	2,501	2,501	2,501	33,197	7.54%	2,501
Total Other Financing Sources	**2,501**	**2,501**	**2,501**	**33,197**	**7.54%**	**2,501**
TOTAL EXPENSES	33,234	33,234	33,234	634,292	5.24%	33,234
Increase/(Decrease) to Net Position	**(12,481)**	**(12,481)**	**(12,481)**	**(21,062)**	**59.26%**	**(12,481)**

Tahoe Transportation District
CIP Fund
Statement of Operations
July 1, 2019 through July 31, 2019

	CIP Fund		Actual vs Budget			Program YTD							
	July	1st Qtr	YEAR TO DATE	Board Approved Budget	Var %	US 50	Rec Travel	Bikeway / Parking / VPPP	Transit Ops Projects	Meeks / SR 89 (Fanny(	Corridor Mgmt	Other Projects	Program Total
Revenues													
Capital Grant & Contributions													
Surface Transportation Program (STP)	80,222	80,222	80,222	3,701,638	2.17%	30,024	50,198						80,222
Active Transportation Program (ATP)	4,350	4,350	4,350	6,091	71.42%					4,350			4,350
Congestive Mitigation & Air Quality (CMAQ)				1,041,000	0.00%								
Federal Transportation Administration				273,778	0.00%								
Federal Highways - Recreational Trails	1,170	1,170	1,170	2,272	51.50%			1,170					1,170
US Forest Service				9,610	0.00%								
Office of Emergency Services (CalOES)				259,400	0.00%								
Transportation Alternative Programs (TAP)				260,693	0.00%								
Value Pricing Pilot Program (VVVP)	4,296	4,296	4,296	27,063	15.87%			4,296					4,296
State Planning				100,000	0.00%								
Prop 1B	20,641	20,641	20,641	176,500	11.69%				20,641				20,641
Low Carbon Transit Operations				126,677	0.00%								
Washoe County	2,384	2,384	2,384	109,637	2.17%			2,384					2,384
Douglas County				86,531	0.00%								
Conservancy	7,888	7,888	7,888	351,336	2.25%							7,888	7,888
TMPO	896	896	896	2,882	31.10%						896		896
Contributions	2,386	2,386	2,386	21,434	11.13%			2,386					2,386
Total Capital Grants & Contributions	**124,235**	**124,235**	**124,235**	**6,556,542**	1.89%	**30,024**	**50,198**	**10,236**	**20,641**	**4,350**	**896**	**7,888**	**124,235**
Special Items													
Interest Revenue	77	77	77	600	12.85%			47	29			1	77
Total Special Items	**77**	**77**	**77**	**600**	12.85%	**0**	**0**	**47**	**29**	**0**	**0**	**1**	**77**
TOTAL REVENUES	**124,312**	**124,312**	**124,312**	**6,557,142**	**1.90%**	**30,024**	**50,198**	**10,283**	**20,670**	**4,350**	**896**	**7,890**	**124,312**
Expenses													
Personnel	14,240	14,240	14,240	514,166	2.77%	6,008	4,174	1,838		773	815	633	14,240
Contract Services	89,589	89,589	89,589	5,510,712	1.63%	22,935	47,782	8,116		3,500		7,256	89,589
Reproduction & Printing	230	230	230		-100.00%			230					230
Rent Meeting Room				9,000	0.00%								
Supplies				2,950	0.00%								
License & Permits					100.00%								
Advertising / Outreach				9,000	0.00%								
Postage				400	0.00%								

Tahoe Transportation District
CIP Fund
Statement of Operations
July 1, 2019 through July 31, 2019

	CIP Fund		Actual vs Budget			Program YTD							
	July	1st Qtr	YEAR TO DATE	Board Approved Budget	Var %	US 50	Rec Travel	Bikeway / Parking / VPPP	Transit Ops Projects	Meeks / SR 89 (Fanny(	Corridor Mgmt	Other Projects	Program Total
Expenses Continued													
Professional Services	16,158	16,158	16,158	97,703	16.54%				16,158				16,158
Training				1,500	0.00%								
Travel - Per Diem	186	186	186	2,750	6.76%	186							186
Travel - Commercial Air	296	296	296	4,000	7.40%		296						296
Travel - Auto	254	254	254	3,450	7.36%	202		52					254
Dues & Subscriptions	50	50	50		-100.00%	50							50
ICAP - 10%	1,250	1,250	1,250	80,069	1.56%	645	447			77	81		1,250
Total Operating	**122,253**	**122,253**	**122,253**	**6,235,700**	**1.96%**	**30,024**	**52,699**	**10,236**	**16,158**	**4,350**	**896**	**7,888**	**122,253**
Capital Outlay													
Equipment over $5000	4,483	4,483	4,483	516,194	0.87%				4,483				4,483
Equipment under $5000				1,500	0.00%								
CIP Over $5000					100.00%								
Reimb Capital Expenses	(4,483)	(4,483)	(4,483)	(517,694)	0.87%				(4,483)				(4,483)
Total Capital Outlay	**0**	**0**	**0**	**0**	**0.00%**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Other Financing Sources													
Preventive Maint (In)					100.00%								
Capital Outlay (In) Out	4,483	4,483	4,483	517,694	0.87%				4,483				4,483
Transfer (In) Out	(2,501)	(2,501)	(2,501)	(196,852)	1.27%		(2,501)						(2,501)
Total Other Financing Sources	**1,982**	**1,982**	**1,982**	**320,842**	**0.62%**	**0**	**(2,501)**	**0**	**4,483**	**0**	**0**	**0**	**1,982**
TOTAL EXPENSES	**124,235**	**124,235**	**124,235**	**6,556,542**	**1.89%**	**30,024**	**50,198**	**10,236**	**20,641**	**4,350**	**896**	**7,888**	**124,235**
Increase / (Decrease) to Fund Balance	**77**	**77**	**77**	**600**	**12.85%**	**0**	**0**	**47**	**29**	**0**	**0**	**1**	**77**

Tahoe Transportation District
Transit Fund
Statement of Operations
July 1, 2019 through July 31, 2019

	TO Fund Activity		Actual vs Budget			Program YTD		
	July	1st Qtr	YEAR TO DATE	Board Approved Budget	Var %	S. Shore Ops	SR28 Incline	Program Total
Revenues								
Grants & Contributions								
FTA 5311	66,855	66,855	66,855	1,779,456	3.76%	66,855		66,855
FTA 5307	142,290	142,290	142,290	1,859,817	7.65%	142,290		142,290
CMAQ - 5307				200,000	0.00%			
TDA - LTF	91,965	91,965	91,965	1,095,673	8.39%	91,965		91,965
TDA - STA	50,940	50,940	50,940	665,548	7.65%	50,940		50,940
TDA - SGR				92,719	0.00%			
NV State Parks	17,756	17,756	17,756	85,000	20.89%		17,756	17,756
Contributions	4,167	4,167	4,167	120,000	3.47%	4,167		4,167
Total Grants & Contributions	**373,973**	**373,973**	**373,973**	**5,898,213**	**6.34%**	**356,217**	**17,756**	**373,973**
Charges for Services								
FareBox Revenue	61,517	61,517	61,517	585,000	10.52%	29,207	32,310	61,517
Pass Sales	10,030	10,030	10,030	100,000	10.03%	10,030		10,030
Advertising Revenue	145	145	145	0	-100.00%		145	145
Total Charges for Services	**71,692**	**71,692**	**71,692**	**685,000**	**10.47%**	**39,237**	**32,455**	**71,692**
Special Items								
Sale of Fixed Assets					100.00%			
Miscellaneous	6	6	6	0	-100.00%	5	1	6
Insurance Claim Revenues					100.00%			
Interest Revenue	180	180	180	500	36.07%	180		180
Total Special Items	**186**	**186**	**186**	**500**	**37.27%**	**186**	**1**	**186**
TOTAL REVENUES	**445,852**	**445,852**	**445,852**	**6,583,713**	**6.77%**	**395,640**	**50,212**	**445,852**
Expenses								
Operating								
Personnel	151,876	151,876	151,876	3,989,739	3.81%	123,594	28,282	151,876
Vehicle Fuel	27,865	27,865	27,865	350,000	7.96%	21,622	6,242	27,865
Sales Tax on Fuel				2,000	0.00%			
Repair and Maintenance	49,878	49,878	49,878	702,360	7.10%	49,878		49,878
Insurance	17,560	17,560	17,560	325,000	5.40%	13,930	3,630	17,560
Reproduction & Printing	976	976	976	24,500	3.98%	155	821	976
Facility Rent	16,073	16,073	16,073	152,200	10.56%	11,300	4,773	16,073
Facility Utilities	3,366	3,366	3,366	66,000	5.10%	2,915	451	3,366
Telephone	3,418	3,418	3,418	26,200	13.04%	3,418		3,418

Tahoe Transportation District
Transit Fund
Statement of Operations
July 1, 2019 through July 31, 2019

	TO Fund Activity		Actual vs Budget			Program YTD		
	July	1st Qtr	YEAR TO DATE	Board Approved Budget	Var %	S. Shore Ops	SR28 Incline	Program Total
Expenses Continued								
Supplies	2,527	2,527	2,527	60,650	4.17%	2,527		2,527
Advertising & Public Relations	74	74	74	9,800	0.76%	74		74
License & Permits				5,000	0.00%			
Dues, Subscriptions and Publications	52	52	52	500	10.50%	52		52
Professional Services	23,418	23,418	23,418	364,160	6.43%	22,004	1,413	23,418
Bank Fees	488	488	488	6,400	7.62%	488		488
Training	945	945	945	10,000	9.45%	945		945
Travel	171	171	171	19,500	0.88%	136	35	171
Reimbursed Travel					-100.00%			
Miscellaneous Expenses				35,000	0.00%			
Grant Match					100.00%			
ICAP - 10%	18,061	18,061	18,061	397,011	4.55%	13,497	4,565	18,061
Depreciation Expense	48,885	48,885	48,885	720,000	6.79%	48,885		48,885
Total Operating	**365,633**	**365,633**	**365,633**	**7,266,020**	**5.03%**	**315,422**	**50,211**	**365,633**
Capital Outlay								
Equipment under $5000				1,500	0.00%			
Disposal of Fixed Assets				37,500	0.00%			
Reimbursed Capital Expenses					100.00%			
Total Capital Outlay	**0**	**0**	**0**	**39,000**	**0.00%**	**0**	**0**	**0**
Other Financing Sources								
Capital Outlay (In) Out	(4,483)	(4,483)	(4,483)	(517,694)	0.87%	(4,483)		(4,483)
Transfer (In) Out				163,655	100.00%			
Total Other Financing Sources	**(4,483)**	**(4,483)**	**(4,483)**	**(354,039)**	**1.27%**	**(4,483)**	**0**	**(4,483)**
TOTAL EXPENSES	**361,150**	**361,150**	**361,150**	**6,950,981**	**5.20%**	**310,939**	**50,211**	**361,150**
Increase / Decrease) to Fund Balance	**84,702**	**84,702**	**84,702**	**(367,268)**	**-23.06%**	**84,701**	**1**	**84,702**

Tahoe Transportation District
Parking Systems Fund
Statement of Operations
July 1, 2019 through July 31, 2019

	Parking System Activity		Actual vs Budget			Program YTD
	July	1st Qtr	YEAR TO DATE	Board Approved Budget	Var %	Parking System
Revenues						
General Revenues						
Contributions				5,000	0.00%	
Total General Revenues	0	0	0	5,000	0.00%	**0**
Charges for Services						
Parking Revenue				260,300	0.00%	
Total Charges for Services	**0**	**0**	**0**	**260,300**	0.00%	**0**
Special Items						
Interest Revenue	0	0	0	500	100.00%	0
Total Special Revenues	**0**	**0**	**0**	**500**	100.00%	**0**
TOTAL REVENUES	**0**	**0**	**0**	**260,800**	**0.00%**	**0**
Expenses						
Personnel				37,027	**0.00%**	
Professional Services				5,300	**0.00%**	
Supplies	147	147	147	1,500	**9.77%**	147
Bank / CC Fees				26,030	**0.00%**	
Depreciation	1,335	1,335	1,335	5,000	100.00%	1,335
TOTAL OPERATING EXPENSES	1,483	1,483	1,483	228,521	0.65%	1,483
Capital Outlay						
Equipment over $5000					100.00%	
Equipment under $5000					100.00%	
Total Capital Outlay	**0**	**0**	**0**	**0**	100.00%	**0**
Other Funding Sources - Revenues						
Revenues						
Capital (In) Out					**100.00%**	
Transfers (In) Out					100.00%	
Total Other Financing Sources	**0**	**0**	**0**	**0**	100.00%	**0**
Total Expenses and Other Funding Sources	1,483	1,483	1,483	228,521	1%	1,483
Increase /(Decrease) to Fund Balance	**(1,483)**	**(1,483)**	**(1,483)**	**32,279**	**-4.59%**	**(1,483)**

Tahoe Transportation District
Transit Fund
Operations Schedule
July 1, 2019 through July 31, 2019

	TO Fund Activity		Actual vs Budget		Program YTD		
	July	1st Qtr	YEAR TO DATE	Board Approved Budget	S. Shore Ops	SR28 Incline	Program Total
TOTAL REVENUES	445,852	445,852	445,852	6,583,713	395,640	50,212	445,852
TOTAL OPERATING EXPENSES	365,633	365,633	365,633	7,266,020	315,422	50,211	365,633
Equip not transferred	0	0	0	0	0	0	0
LESS DEPRECIATION	(48,885)	(48,885)	(48,885)	(720,000)	(48,885)	0	(48,885)
PLUS LTCC Mobility Hub Transfer				163,655			
CASH INCREASE / (DECREASE)	**129,104**	**129,104**	**129,104**	**(125,962)**	**129,103**	**1**	**129,104**

Tahoe Transportation DISTRICT

Connecting our communities

MEMORANDUM

Date: October 7, 2019

To: Tahoe Transportation District (TTD) Board of Directors

From: District Manager Evaluators
Steve Teshara, Board Chair
Lucia Maloney, Board Vice-Chair

Subject: Presentation of District Manager's Evaluation and 360 Review, Discussion and Possible Action on Evaluators' Recommendation

---

Action Requested:
Following the presentation and discussion, it is requested the Board consider the findings and recommendations presented as an outcome of the District Manager's Performance Evaluation process.

Background:
Carl Hasty serves the Board as District Manager based on an Agreement for Services ("Agreement"). In Fiscal Year 2013, the Board and Carl agreed on an annual evaluation process. Previously, the process had been conducted every two years. Currently, the District Manager's salary is $134,983.68.

Consistent with Section 7 of the Agreement for Services, the District Manager evaluation process includes the following steps:

a. The TTD Chair and one other Board Member (the "Evaluators") shall meet to review the District Manager's performance during the prior year and evaluate whether his performance meets, exceeds, or falls below expectations for each of the duties in Agreement Section 6, and the objectives established by the Manager and Board in the prior evaluation;
b. The District Manager shall prepare a self-evaluation for each of the duties and objectives described in "a" above;
c. The Evaluators shall meet and confer with the District Manager regarding their initial determination and the District Manager's self-evaluation, and identify any areas of disagreement;
d. The Evaluators shall finalize a written determination as to whether the District Manager's performance meets, exceeds, or falls below expectations for each of the duties identified in Section 6 of the Agreement and the objectives established in the prior evaluation;
e. The Evaluators shall present their written determination to the TTD Board as an agenda item at a District Board meeting. The District Manager shall have the opportunity to address the Board at that meeting.
f. Following discussions, the TTD Board shall vote as to whether the District Manager's overall performance meets, exceeds, or falls below expectations, and whether the Manager shall receive a salary increase.

ST/ja AGENDA ITEM: VI.A.

For this evaluation cycle, the Board Chair requested and secured the participation of Board member Lucia Maloney to join him in conducting this year's evaluation. With this report, the Evaluators confirm that steps "a" through "e" above have been accomplished.

The attachments to this report are:

- District Manager Performance Review for the period July 1, 2017 through June 30, 2019, prepared by the Evaluators
- District Manager's Self-Evaluation
- District Manager's Proposed Fiscal Year 2020 (FY20) Specific Performance Objectives

At the July 2019 Board meeting, the Board suggested a modified process be considered for this evaluation cycle. The Board Chair suggested a 360 review, in conjunction with the established process. Following discussion, the Board agreed and directed the Human Resources Manager to prepare a request for proposal to send to potential consulting services. The description of proposal expected the following services:

a. Work with the Human Resources Manager to develop the 360 review process.
b. Administer the 360 review to include preparing the review itself, conduct interviews, and present the results.
c. Work with the review participants to implement the 360 review process:
    1. Explain the purpose and benefits behind the 360 review process
    2. Ensure the review process is clear to the reviewers, Board, and subject
    3. Administer the feedback collection, either by survey or interview
    4. Present and discuss the results with the subject and/or subject and Board members
    5. Develop a plan and help provide resources for the subject of the review after discussing the results

Nira Doherty, Legal Counsel, recommended three consulting services which were contacted with a request for a proposal. Two of the three consulting services responded and the proposals were reviewed by the 360 Review Process committee consisting of Board Chair Steve Teshara, Vice Chair Lucia Maloney, Board member Cody Bass, and DeDe Aspero, Human Resources/Risk Manager for the District. After reviewing both proposals, the committee reached a unanimous decision to hire Joe Jotkowitz of The Executive Advisory. Mr. Jotkowitz agreed to conduct an alignment meeting, design the survey, conduct feedback interviews, prepare a feedback report, and present the report findings to the Board.

Discussion:

Based on the report findings for the 360 Review Process, Mr. Jotkowitz will share the findings with Mr. Hasty communicating the themes from the feedback providers along with their examples. Mr. Jotkowitz will also share the findings with the Board to ensure a comprehensive understanding of the findings. Recommendations for continued growth and development will be provided to Mr. Hasty to help address any issues that may have been raised from the 360 process.

Based on their written report, the Evaluators have determined that Carl Hasty met expectations in each evaluated category, 1 through 17, and for each "Future Objective," 1 through 8.

Consistent with the provisions of Exhibit C, Salary and Benefits, the Evaluators recommend the Board approve a four percent salary increase (two percent per year) for the District Manager,

effective July 1, 2019, based on the Manager's 2017-2019 Performance Evaluation. This would bring the District Manager's base compensation to $140,437.02.

In his self-evaluation, Carl has presented a set of Proposed Objectives for FY20 (1 through 9). The Evaluators recommend these be further refined and tightened to improve measurability as part of the Board's strategic organizational and planning retreat next month.

Fiscal Analysis:
All expenditures associated with this item are accounted for in the FY20 Work Program and associated budget.

Additional Information:
If you have any questions or comments regarding this item, please contact Steve Teshara or DeDe Aspero at (775) 589-5500.

Attachment:

A. 2017-2019 Performance Review Prepared by Evaluators and District Manager's Self-Evaluation and related information

ST/ja AGENDA ITEM: VI.A.

Performance Evaluation
Carl Hasty, District Manager
Tahoe Transportation District
Period: July 1, 2017 through June 30, 2019
Evaluators: Steve Teshara, Board Chair
Lucia Maloney, Vice Chair

Evaluation Standards
The following standards have been adopted by the Board to be used in evaluating the District Manager on performance objectives established as part of the most recent evaluation and on the other duties listed in Section 6 of the Agreement for Services between the Board and District Manager.

A. Exceeds Expectations
- Achieved all significant aspects of objectives and exceeded some;
- Demonstrated requisite skills and knowledge and took initiative to enhance or increase skills;
- Sought out innovative solutions to accomplish objectives and incorporated continuous improvements into results.

B. Meets Expectations
- Achieved significant aspects of objectives;
- Demonstrated requisite skills and knowledge and applied them to achieve objectives;
- Achievement of objectives required more coaching than normally expected.

C. Below Expectations
- Failed to achieve significant aspects of objectives
- Demonstrated lack of significant skills, knowledge and experience;
- Performance improvement plan is necessary

Evaluation of Management Skills **All Ratings are "Meets Expectations"**

1. Skill and Proficiency in carrying out assignments

2. Possess and uses skills and knowledge to perform job competently

3. Skill at planning, organizing and prioritizing workload (for self and direct reports)

4. Holds self accountable for assigned responsibilities; (sees tasks through to completion in a timely manner)

5. Proficiency at improving work methods and procedures as a means toward greater efficiency

6. Communicates effectively with supervisors, peers and customers

7. Ability to work independently

8. Ability to work cooperatively with supervision of as part of a team

9. Willingness to take on additional responsibilities

10. Reliability (attendance, punctuality, meeting deadlines)

11. Adeptness at analyzing facts, problem solving, decision-making, and demonstrating good judgement

12. Displays fairness towards all subordinates

13. Identifies performance expectations, gives timely feedback and conducts formal performance appraisals

14. Helps employees to see the potential for developing their skills, and assists them in eliminating barriers to their development

15. Delegates responsibility where appropriate, based on the employee's ability and potential

16. Takes timely and appropriate corrective/disciplinary action with employees

17. Takes specific steps to create and develop a diverse workforce and to promote an inclusive environment

Evaluation of Performance Objectives Established at Last Evaluation
(Objectives as proposed by the District Manager and Endorsed by the Board)
All Ratings are "Meets Expectations."

Future Objective #1. Bring the US Highway 50/South Shore Community Revitalization Project final environmental document forward for certification and approval of preferred alternative [TTD and TRPA completed November 2018]

Future Objective #2. Bring Transportation Corridor Plan forward to TTD Board for adoption [completed, September 2017]

Future Objective #3. Bring Short Range Transit Plan forward to TTD Board for Adoption [completed, Summer 2017]

Future Objective #4. Complete Recreation Travel Demand Revenue Options report for use with legislative pursuit of Article IX changes for 2019 state legislative cycle (Nevada and California). Work with TTD Board to develop a Tahoe stakeholder coalition in support of regional revenue and Article IX changes
[not completed as envisioned; this work now connected to the One Tahoe Transportation Funding Initiative and the passage of Nevada Senate Bill 136 and California Senate Bill 785 (additions to TTD Board of Directors]

Future Objective #5. Bring updated MOU between TTD and TRPA forward for adoption by TTD and TRPA Boards. MOU to reflect Compact relationship and agreement on respective roles for improving and overseeing Tahoe's transportation system and network
[not completed, a work still in process]

Future Objective #6. Funding: a) request contributions from local governments to TTD's budget for program support; b) request two rounds of Tahoe Surface Transportation Block Grant (STBG) funds for detailed corridor connection implementation planning related to the State Route 89 Corridor Management Plan; Meyers/Y corridor; US 50 South Shore; and US 50 East, with a focus on parking, transit, transportation-oriented development (TOD), and multi-modal connectivity improvements; c) apply for INFRA discretionary grant for acquisition use related to US Highway 50 SSCRP [refer to Carl's detailed description]

Future Objective #7. Re-start the cross-lake passenger ferry project environmental analysis [not complete; staff has applied for CMAC and Department of Energy funding to restart the analysis and is awaiting a determination of funding]

Future Objective #8. 1) Begin final design of preferred alternative for the US 50 SSCRP; 2) pursue development of TOD housing replacement project(s) for the SSCRP; 3) pursue development of additional TOD housing project at the Y with the California Tahoe Conservancy (CTC) [Status: 1 - underway; 2 - underway; 3 - the CTC is reported to be working with an affordable housing on a project at the Y. Refer to Carl's detailed description]

New Year Performance Objectives

The future performance objectives are intended to assist the employee to develop, enhance, or maintain his/her leadership skills and position accomplishment. Performance objectives serve to establish a common focus of effort between the employee and his/her supervisor over the course of the next evaluating period. The employee shall complete this section, with review by his annual Evaluators and the District Board of Directors.

Future Objective #1: *Bring the US Highway 50 South Shore Community Revitalization Project final environmental document forward for certification and approval of preferred alternative.*

This objective took much longer than expected, but was successfully concluded with an affirmative decision by both TTD and TRPA in November of 2018. The federal Record of Decision (ROD), under NEPA, was completed in August of this year. TTD is now moving into the next level of design phase following four tracks of implementation somewhat concurrently over the next two years. One track is the replacement housing, a second is the Main Street Master Plan, a third is neighborhood design, and the fourth is the design of the new highway alignment.

Future Objective #2: *Bring Transportation Corridor Plan forward to TTD Board for adoption.*

The Linking Tahoe: Corridor Connection Plan was brought forward and adopted by the Board in September of 2017. In 2019, TTD received the Gold National Planning Achievement Award for Transportation Planning from the American Planning Association for multi-modal planning using cell phone data which included both of TTD's Linking Tahoe implementation plans; Corridor Connection and the Lake Tahoe Basin Transit Master Plan.

Future Objective #3: *Bring Short Range Transit Plan (SRTP) forward to TTD Board for adoption.*

This was done and accomplished in the summer of 2017.

Future Objective #4: *Complete Recreation Travel Demand Revenue Options report for use with legislative pursuit of Article IX changes for 2019 state legislative cycle. Work with Board to develop a Tahoe stakeholder coalition in support of regional revenue establishment and Article IX changes.*

The source of funds for this objective was Surface Transportation Block Grants administered through the two states of Nevada and California. As such, they required TTD to go through a local project assistance process requiring a project agreement to be developed between TTD and each of the states. This process was long and not completed in time to have a product done in concurrence with the Nevada Legislative Oversight Committee for Tahoe to discussed any recommendations and cue them up for the 2019 session. I laid the groundwork with the Committee in my presentations and testimony about the RTP, the funding gap, and the future work TTD would be doing to make recommendation requests of the next committee. Once the LPA agreements were in place and with Board approval, we released an RFQ for consultant services and approach to this issue. The selected consultant was brought forward for Board approval in August of 2018. That work is underway and will be completed in time for the next Oversight Committee. I am working with the Board to develop the stakeholder coalition to support bringing the outcome forward by year end 2019.

Future Objective #5: *Bring updated MOU between TTD and TRPA forward for adoption by TTD and TRPA Boards. MOU to reflect compact relationship and agreement on respective roles for improving and overseeing Tahoe's transportation system and network.*

I first brought an item to the Board with an outline for the basis of an MOU update in July of 2017 for approval, then in December of 2017 to approve convening a facilitated session with TTD and TRPA Board members to discuss roles, responsibilities, and partnership in order to forge a cooperative

agreement and update the respective MOU between TTD and TRPA. TRPA turned down the idea, wanting to await the outcome of the bi-state consultation. We instead had a facilitated strategy session with TTD Board and Staff in March of 2018. Although the bi-state has concluded, there is still no interest on the part of TRPA for an MOU or Board interactive session.

Consequently and pertinent to today in 2019, I believe there remains a disagreement or confusion about roles and responsibilities for transportation via the Compact relevant to our organizations. I also believe that there is not agreement about what we collectively are trying to accomplish or need to accomplish for transportation, therefore we are not on the same page. This extends itself to the TTD effort on OneTahoe and pursuing the funding gap for the RTP. That disagreement or different understanding manifested itself in the bill sponsored by the League to change the TTD Board composition. As TTD members have worked through that legislation and its purpose, the bill is more acceptable and could add value if it helps TTD further fulfil its role and the Compact mission for transportation. Nonetheless, mixed messages have come out of Tahoe about transportation, TTD, and the OneTahoe Initiative. I have spent a lot of time addressing this with the state administrations, met with the TRPA Chair and California Governor Appointee where constructive discussion and many of the facts have been clarified. The Director of the Department of Conservation and Natural Resources (DCNR) came to the TTD Board in July as a direct outcome of the ongoing conversations I was having with him. I am hopeful that we are on a path to arrive at a common understanding although more work needs to be done. In August, the DCNR Director and the Secretary of the Resources in California announced they will reconvene the bi-state consultation on transportation. I believe those sessions will help align the partnership needed from all the sectors to address transportation. If at all possible, I believe it is important for TTD and TRPA to arrive at a common understanding between the organizations in advance of the bi-state. There currently exists a MOU between the two organizations, but it has not been updated since 2009, and doing so through a dialog with leadership would be most helpful in arriving at a new one.

Future Objective #6: *Funding – a) request contributions from local governments to TTD's budget for program support, b) request next two rounds of Tahoe STBG funds for detailed corridor connection implementation planning related to SR89 Rec, Meyers/Y, US 50 South Shore, US 50 East with focus on parking, transit, TOD, and multi-modal connectivity improvements, 3) apply for INFRA discretionary grant for acquisition use on US 50 South Shore Community Revitalization Project.*

I did explore the opportunity the idea of annual contributions to TTD with local partners. The reality is local government budgets remain flat. The effort did not result in any TTD budget support for the general fund. I also used the opportunity with the bi-state to make a request of the two states. This also was not received affirmatively for support; which is why the funding initiative project under item 4, OneTahoe, is so important. STBG funds have been secured for the US 50 East corridor, while TRPA has taken the lead on SR 89 Rec and TTD is a participant. We have applied for planning funds through Caltrans for engineering studies needed for Meyers/Y and US 50 South Shore in cooperation with El Dorado County and are awaiting determination. The US 50 approval process rolled on for another year and we did not apply for INFRA funding, pending that outcome. We instead applied for BUILD funding for the next eight miles of SR 28 shared use path and parking, however they did not approve our application.

Future Objective #7: *Re-start the cross-lake passenger ferry project environmental analysis.*

Staff has applied for CMAQ and DOE funding to restart the project environmental analysis. We are awaiting a determination now.

Future Objective #8: *Begin final design of preferred alternative for US 50 South Shore Community Revitalization Project post project decision. Pursue development of TOD replacement housing project for the same project post decision. Pursue development of additional TOD housing project at the Y with the California Tahoe Conservancy.*

TTD and TRPA completed approval of the project in November of 2018. TRPA is taking the lead on one of their conditions of approval in the permit, which is the development of a management plan for the new

local street and must come back to TRPA for approval. It is called the Main Street Management Plan. That process for design is underway. TTD is still trying to reach a project agreement with NDOT and an agreement between the two states and Federal Highways on how to streamline the administration of this project under the local project process.

TTD has had discussions with two developers specializing in deed restricted housing construction and operation. The Board approved an RFQ to look for partners to develop affordable housing. Responses were submitted on May 13. TTD has also been in consultation with the Conservancy on the potential of using some of its property near the Y intersection in South Lake Tahoe. In April, the Conservancy received approval from its Board on how to move forward on using its lands for affordable housing. Given these developments, I will be revisiting the Y opportunity again soon with the Conservancy.

Proposed Objectives for FY 20

1. Substantial Progress on the Four Tracks of Implementation for the US 50 South Shore Community Revitalization Project. The tracks include partnership(s) agreements for replacement housing and development plans plus schedule; Main Street Management Plan; neighborhood improvements design; and new highway alignment.
2. Discretionary funding applications and/or commitments for the elements of the US 50 SSCRP.
3. Environmental document completion, permit approval, and next level design phase under way for the SR 28 Central Corridor eight-mile segment.
4. Completion of the OneTahoe recreation travel revenue determination project with a report on option/s with next steps for the political process to put them in place.
5. Develop and implement a transition plan and process for the current Board to transition and welcome a potential new Board arrangement, with additional state appointment members expanding the Board size from eleven to fourteen.
6. Pursue and develop other funding sources for projects and services within TTD's responsibility that relate to the bi-state 10-year list.
7. That TTD participate in the US 50 East Corridor Connection Plan process that will be led by NDOT, focusing on needed improvements for transit, parking, and the next segment of the Nevada Stateline to Stateline Bike Trail or shared use path.
8. That TTD continue to participate in the SR 89 Fanny Bridge Community Revitalization Project partnership as permit holder to address completion of the project construction and fulfillment of the permit. And finally;
9. That I guide and direct TTD participation in the emerging partnerships with the fire protection districts, Department of Homeland Security, FEMA, state DOTs, and local governments to improve the basin's telecommunication network for effective operations applications for transit, traffic control, emergency dispatch, and interaction with the traveling public.

Additional Comments and Self-Assessment Relevant to FY 2018:

My last review was in 2017 and it followed the new format developed by the Board with input from Legal Counsel and Human Resources Manager. Last year, we were in the throes of the US 50 South Shore Community Revitalization approval process and the Board agreed to postpone my review. So in this self-evaluation, I am addressing more than is typical because it has been two years; there are new members on the TTD Board since 2017; there is pending legislation that will change the Board membership by adding three new board members, two appointed by the respective state Governors and one from the TRPA board (legislation TTD did not ask for nor was consulted prior to being introduced in Nevada and California by the League to Save Lake Tahoe); and that questions have been raised by the TRPA Executive Director, targeting my performance and casting me as acting outside my responsibilities to TTD and to the Board.

One of the things that I have been proud of since I have been with TTD as its District Manager is the transparent and very public manner in which we have conducted our business and discussed items and direction. When I was first hired in this position in 2009, the Board had a very specific agenda of projects

for the District to focus on delivering. The list had the full support of TRPA who had initiated the planning or environmental process for two of them; and the list is memorialized in the existing MOU with TRPA in regard to the use of federal earmark funds that were coming to Tahoe in FY 2009. There were four more years of earmarked funds that passed through to TTD to focus on those projects and others. Among the projects were:

- The Nevada Stateline to Stateline Bikeway Feasibility Analysis (TRPA initiated)
- The US 50 South Shore Community Revitalization Project (TRPA initiated)
- The SR 89/Fanny Bridge Community Revitalization Project
- The North Demonstration Project for the Nevada Stateline to Stateline Bike Trail
- The South Demonstration Project for the Nevada Stateline to Stateline Bike Trail
- The Roundabout at SR 28 and SR 431 Project in Incline Village
- The Cross Lake Passenger Ferry Project

By the end of 2009, it became apparent that the administrative group responsible for the oversight of the transit system at south shore, known as the BlueGo system at the time, was in financial and management trouble. The Nevada Department of Transportation was the primary source of federal funds for the system. They approached TTD and asked me and my team to administer oversight of the grants to the system or they would pull the funding. With the full support of the TTD Board, my small team and I added transit to our work plan. Concurrently, I proposed a set of options for the Board and other transit system stakeholders to consider and choose from in deciding the fate of the transit system. By 2010, the stakeholders chose to have TTD take over the system from the then declared bankrupt administrative group. As such, TTD took over the system in the fall of 2010 and transit became part of the TTD work plan, in addition to the capital project improvements. Projects and transit service have been part of TTD's agenda since and fit within its authority. No project or transit service has gone forward without TTD Board support. There have been other projects and support services added or dropped all via a TTD Board and public process.

It was implementation of capital projects in the case of the North Demonstration Project that led the District staff to introduce and lead the SR28 Corridor Management Plan. Staff realized that we could not introduce a Class One bike trail without addressing the already problematic parking and unsafe access issues that existed in the corridor. The trail would have exacerbated those issues and add to the land managers' already problematic management problem. My experience with TRPA in the late '90's trying to resolve such issues failed to get agreement from stakeholders. In the TTD role, we acted as a solution broker, brought implementation planning money, and convened the stakeholders while developing detailed information on corridor use and options. As a transit provider, we could also bring seasonal transit service to the table to suggest a pilot effort as a means of providing an alternative to the unenforceable parking situation that was causing such obstructive and unsafe conditions. The outcome was a plan that garnered the cooperation and agreement among thirteen agencies to develop the project and service fixes to make the corridor safe to use, protect the environment, and deliver public service.

The experience gained from implementing the combination of capital projects, difficult ones no one else championed, but were part of the Regional Transportation Plan (RTP), and transit services led staff and the TTD board to seek funding and develop the Linking Tahoe: Lake Tahoe Basin Transit Plan, TTD's Short Range Transit Plan, and the Linking Tahoe: Corridor Connection Plan - all adopted in 2017. This was done in conjunction with TRPA's 2017 RTP. It was the first time, to my knowledge, that TTD was in a position to work in partnership as the two Compact agencies responsible for addressing Tahoe's full transportation system were able to address both transportation needs in the RTP and take the first step in implementation planning for an interregional transit system and an organized corridor approach. Unfortunately, for reasons unknown to me, the partnership changed over the course of production, and it became clear TRPA changed its mind when at the end of production for the transit plan, TRPA staff was directed to inform me to remove TRPA's logo from the document, which I did.

My focus and objectives for FY 2019 were based on continuing projects and the outcomes of the facilitated Board strategy session held in March of 2018:

1. The completion of the environmental review and project approval process for the US 50 South Shore Community Revitalization Project (SSCRP). This was successfully completed with TTD and TRPA in November of 2018. TTD is still addressing Federal Highway requests for the Record of Decision under NEPA.
2. Move into the next phase, which is design of the SSCRP. This has been launched, part of which is in partnership with TRPA for the Main Street Management Plan component. The other is through a yet to be defined partnership with the City for the neighborhood element and housing.
3. Launch and work on the regional revenue gap funding initiative now called OneTahoe which the Board approved in October of 2018. This project and process is underway to work with stakeholders and identify revenue sources that can be enabled and available to address the gap in funding for the RTP and the ten-year list that came out of the Bi-State Consultation on Transportation. The project will conclude at the end of the calendar year or mid-FY 2020.
4. Complete participation in the Bi-State Consultation on Transportation that had been begun in FY 2018. I had proposed to the two states and requested that TTD be included in the state budget process, but to no avail. The outcome of the bi-state process was a ten-year list of project priorities (a sub-set of the RTP) that also has a funding shortfall of at least 66%. The local governments, TTD, and/or the private sector have a major role on the projects and services on that list. The OneTahoe initiative is a way to fill that funding gap.
5. Ensure that the environmental document preparation and 30% percent design process for the next eight miles of the SR 28 shared use path and associated parking progresses to completion and permitting. The draft document and design is complete and under review prior to release for the NEPA process. Staff expects to be able to move to permitting in the fall of this year. TTD also has funding to move into design post approval. Among the next steps is developing co-funding agreements with IVGID and Nevada Energy, as they still want to move forward on co-locating their infrastructure with the path.
6. What has become a dominating focus and objective over the last six months for this fiscal year has been precipitated by the introduction of SB 136 in Nevada to change the Board's membership. More importantly, what has predicated such an affront? What I have found is disconcerting and unfortunate. Succinctly put, the relationship between TTD and TRPA, and now apparently with the League, is not what it should be. Instead of leveraging each other for the strengths of our respective organizations, focused on accomplishing the same mission--getting the RTP on the ground, we instead appear to be in some form of competition. The actions this Board has made in July and December of 2017 to reach out to the TRPA Executive and Board seeking an agreement and updated MOU articulating our respective roles, responsibilities, and strengths based on the Compact were wholly rejected. Over the last six months, I and others have been told the rejection of that idea by TRPA remains firmly in place. The result? Mixed messages coming out of Tahoe in both state capitols. Misinformation to other key stakeholders being promoted in a false narrative and a questioning of TTD's role and actions. Consequently, I have spent considerable time with TTD Board members, state government representatives, other agencies, and staff to learn what has been said, correct the misinformation, and work to correct this problem. I feel it is imperative that we get this issue and partnership on the right course, the one envisioned and positioned in the Compact. The success of the transportation program for Tahoe is dependent on it. The actions the TTD Board have put in motion are critically important, and how a change in membership, should the language of SB 136 be adopted by both states, is incorporated or effected is equally determinative. What I can tell you, is that I have found the states and other partners very concerned and interested in seeing this circumstance successfully and constructively resolved for the interests of the Lake.

Tahoe Transportation DISTRICT

Connecting our communities

MEMORANDUM

Date: October 7, 2019

To: Tahoe Transportation District (TTD) Board of Directors

From: TTD Staff

Subject: Presentation on Second Installment of Background Information on TTD Authority, History, Governance, and Operations

---

Action Requested:
It is requested the Board hear and consider the information as requested and in preparation of a future facilitated workshop to be held near year's end.

Fiscal Analysis:
Not applicable at this time.

Work Program Analysis:
Not applicable at this time.

Background:
Given new board membership and different interpretations of TTD's role if not misinformation about the role and TTD actions, the Board has requested to have a facilitated workshop before year's end to affirm TTD's direction and role. In preparation for that session, the Board appointed an Ad Hoc Committee to help prepare for the workshop. In July of 2019, Staff presented a summary history of TTD's efforts to become the operating entity that was authorized and established in the 1980 Tahoe Regional Planning Compact. The Ad Hoc Committee submitted requests for additional preparatory information at the August meeting. The Board also agreed for Staff to pursue the engagement of the Institute for Local Government (ILG) as facilitators.

Discussion:
Staff has been in dialog with ILG and reported to the Board last month that the facilitated workshop would be held at the November meeting. Staff learned last week from ILG that date is not now possible, so the next date is the December 13 meeting.

This item presents, for background educational purposes, the information requested by the Ad Hoc Committee (Attachment A). The requested information is outlined below, albeit in a different order, with a large number of attachments as detailed support information. Staff proposes to bring a third session of background preparation for the Board at next month's meeting related to TTD's role as the Tahoe Transportation Commission to the Tahoe Metropolitan Planning Organization (TMPO) and the TTD/TTC's role in the Regional Transportation Plan (RTP) prepared by the TMPO.

CH/ja AGENDA ITEM: VI.B

Outline of Presentation:

I. TTD Authority and Efforts Since 2009 to Fulfill
    a. Article IX (Attachment B) – Staff will present the scope and meaning of the authority
    b. Capital Project Program (Attachment C) – Staff will present the capital program that has been underway since the 2008 agreement with TRPA
    c. Transit Operations (Attachments D-J) –
        i. Staff will present the transit operational history since 1995 to TTD's assuming of the service in 2010 through today.
        ii. Staff will also present a summary of the transit planning since 2010.

II. TTD Board Governance
    a. Membership – Staff will present an overview of membership and roles
        i. Local Government
        ii. State Departments of Transportation
        iii. Private Sector
        iv. Future role additions
    b. Board Roles – Staff will present the current and historical roles of the TTD Board
        i. Policy Board
        ii. Committees
        iii. Chair and Vice Chair (Attachment K)
    c. TTD Agenda Setting – Staff will present current and historical roles of the TTD Board
        i. Annual Work Plan (Attachment L)
        ii. Board Actions
        iii. Contracts and Purchases – Protocol
    d. Operations – Staff will present current and historical TTD operation levels and process
        i. Budget and Finance (Attachment M)
        ii. Staff Levels and Positions (Attachment N)

Additional Information:

If you have any questions or comments regarding this item, please contact Carl Hasty at (775) 589-5501 or chasty@tahoetransportation.org.

Attachments:

A. TTD Board Retreat Outline from Ad Hoc Committee - *Page 30*
B. Article IX - *Page 32*
C. 2008 Memorandum of Understanding between TTD and TRPA - *Page 34*
D. Memorandum of Understanding Creating a Public/Private Agreement to Mitigate Traffic and Air Quality Impacts by Implementing Certain Elements of the TRPA Short Range Transportation Program - *Page 38*
E. Participation Agreement to Implement a Coordinated Transit System at South Lake Tahoe - *Page 146*
F. July 2010 Staff Summary – Discussion and Determination to Provide Administrator Services to South Tahoe Area Transit Authority - *Page 181*
G. August 2010 Staff Summary – Items for TTD Consideration Relevant to Possible Assumption of BlueGo Service Administration - *Page 183*
H. September 2010 TRPA Letter to Caltrans regarding South Lake Tahoe Transit System Update and Proposal - *Page 192*
I. October 2010 TTD Board Meeting Minutes - *Page 194*

CH/ja AGENDA ITEM: VI.B.

J. September 2010 CSLT Letter regarding Notice of Withdraw from STATA and Participation Agreement - *Page 203*
K. Historical Membership and Officer Appointments - *Page 205*
L. FY 2020 Work Program - *Page 209*
M. FY 2020 Budget - *Page 232*
N. Salary Tables - *Page 233*

TTD Board Retreat - September 2019

Subcommittee Members: Lucia Maloney, Cody Bass, Vince Arthur, and Jaime Wright

TTD BOARD RETREAT OUTLINE - GOVERNANCE AD-HOC COMMITTEE RECOMMENDATIONS

TRANSIT OPERATIONS –

1. Work with the following entities to establish a "transit district" for South Lake Tahoe
    - City of South Lake Tahoe
    - Douglas County
    - El Dorado County
    - TRPA
    - TTD Staff to provide history related to these efforts along with timeline of discussions taken place since inception of TTD
2. Advocate for Invigorating the South Shore TMA
    - Establish board similar to North Shore TMA
    - Re-energize membership base
    - Establish funding for staffing
    - South Shore TMA Chair to provide update to TTD Board of current efforts related in invigorating the South Shore TMA. In addition, outline of next steps and timelines

TTD BOARD & STAFFING –

1. The TTD Board should work to evaluate each of the following areas in order to address concerns raised by community members and current TTD Board Members:
    - Board Chair and Vice Chair succession planning
    - TTD staff to provide historical timeline of Chair and Vice Chair as well as tenures.

  - Agenda requests and agenda review committee
- TTD staff to provide current protocol for requesting agenda items and follow through of those items coming forward on future agendas
  - Protocol for large purchase orders over $50K (Board Review?)
- TTD staff to provide current protocols and historical examples of these protocols being followed
  - Review of TTD positions and salary ranges
- TTD staff to provide the following:
    - Full list of Staffing positions including titles and salaries
    - Historical TTD staffing levels, salaries, and titles
  - TTD Scope – Are we fulfilling our mission or have we gone off track?
- TTD staff to provide the following:
    - Historical information and importance of Title IX
    - How is TTD aligning current efforts in fulfilling mission related to Title IX
    - Consultant to reach out to each board member and ask for their understanding of Title IX and whether or not TTD is fulfilling mission within current scope

ARTICLE IX. – TRANSPORTATION DISTRICT

(a) The Tahoe transportation district is hereby established as a special purpose district. The boundaries of the district are coterminous with those of the region.

(b) The business of the district shall be managed by a board of directors consisting of:

(1) One member of the county board of supervisors of each of the counties of El Dorado and Placer;

(2) One member of the city council of the city of South Lake Tahoe;

(3) One member each of the board of county commissioners of Douglas County and of Washoe County;

(4) One member of the board of supervisors of Carson City;

(5) One member of the South shore Transportation management Association, or its successor organization;

(6) One member of the North Shore Transportation Management Association, or its successor organizations;

(7) One member of each local transportation district in the region that is authorized by the State of Nevada or the State of California;

(8) One member appointed by a majority of the other voting directors who represents a public or private transportation system operating in the region;

(9) The director of the California Department of Transportation; and

(10)The director of the department of transportation of the State of Nevada.

Any director may designate an alternate.

(c) The directors of the California Department of Transportation and the department of transportation of the State of Nevada serve as nonvoting directors, but may attend the meetings of the board to provide technical and professional advice to the district.

(d) The vote of a majority of the directors must agree to take action. If a majority of votes in favor of an action are not cast, an action of rejection shall be deemed to have been taken.

(e) The Tahoe transportation district may by resolution establish procedures for the adoption of its budgets, the appropriation of its money and the carrying on of its other financial activities. These procedures for financial administration of the State of California or the State of Nevada or one or more of the local governments in the region.

(f) The Tahoe transportation district may in accordance with the adopted transportation plan:

(1) Own and operate a public transportation system to the exclusion of all other publicly owned transportation systems in the region.

(2) Own and operate support facilities for public and private systems of transportation,

including, but not limited to, parking lots, terminals, facilities for maintenance, devices for the collection of revenue and other related equipment.

(3) Acquire or agree to operate upon mutually agreeable terms any public transportation system or facility within the region.

(4) Hire the employees of existing public transportation systems that are acquired by the district without loss of benefits to the employees, bargain collectively with employee organizations, and extend pension and other collateral benefits to employees.

(5) Contract with private companies to provide supplementary transportation or provide any of the services needed in operating a system of transportation for the region.

(6) Fix the rates and charges for transit services provided pursuant this subdivision.

(7) Issue revenue bonds and other evidence of indebtedness and make other financial arrangements appropriate for developing and operating a public transportation system.

(8) By resolution, determine and propose for adoption a tax for the purpose of obtaining services of the district. The tax proposed must be general and of uniform operation throughout the region, and may not be graduated in any way, except for a sales and use tax which, if approved by the voters, may be administered by the states of California and Nevada respectively in accordance with the laws that apply within their respective jurisdictions. The district is prohibited from imposing an ad valorem tax, a tax measured by gross or net receipts on business, a tax or charge that is assessed against people or vehicles as they enter or leave the region, and any tax, direct or indirect, on gaming tables and devices.

Any such propositions must be submitted to the voters of the district and shall become effective upon approval of two-thirds of the voters voting on the proposition. The revenues from any such tax must be used for the service for which it was imposed, and for no other purpose.

(9) Provide service from inside the region to convenient airport, railroad and interstate bus terminals without regard to the boundaries of the region.

(g) The legislatures of the States of California and Nevada may, by substantively identical elements, amend this article.

Exhibit A

MEMORANDUM OF UNDERSTANDING BETWEEN THE TAHOE TRANSPORTATION DISTRICT AND THE TAHOE REGIONAL PLANNING AGENCY

This Memorandum of Understanding (hereinafter "MOU") is entered into this 11th day of August 2008, by and between the Executive Director of Tahoe Regional Planning Agency (hereinafter "TRPA") and the Board of Directors Tahoe Transportation District (hereinafter "TTD"). This MOU supercedes and replaces in full the prior MOU between TRPA and TTD executed in 2007.

Section 1. Recitals

A. TRPA and TTD are bi-state agencies created by and operating under the authority of the Tahoe Regional Planning Compact ("Compact").

B. The Compact establishes a division of authority between TRPA and TTD with regard to the planning and implementation of transportation activities within the Tahoe Basin.

C. TRPA and TTD agree that in order to further their separate, but complimentary, duties under the Compact there needs to be both a sharing of available resources and the creation of resources specifically devoted to the activities of TTD.

D. The purpose of this MOU is to specifically set forth the duties and responsibilities of each party with regard to implementation of the TRPA Transportation Plan, other mutually approved transportation plans, and related matters.

E. All activities described in this MOU shall be undertaken and performed in accordance with the provisions of the Compact and other applicable state and federal laws.

Section 2. Consideration and Interpretation

This MOU is entered into for and in consideration of the mutual promises herein exchanged. Given that both parties have participated in the drafting of the MOU, and have been represented by counsel, no presumption shall arise from the identity of the drafter.

Section 3. Terms of Agreement

A. The work to be accomplished by the parties through this MOU is as described in Attachment A.

B. The means, methods, and budget for accomplishing the work is as described in Attachment A and performance under this MOU is expressly contingent upon the availability of such funds.

C. In order to effectively accomplish the work and funding as described the following steps will need to be accomplished by the parties, individually and collectively.

1. TRPA will provide administrative and overhead services acceptable to TTD including payroll, accounting, purchasing, human resources, and office space, at its cost. The cost will be determined based upon a formula using the Individual Cost Allocation Plan (ICAP) as its base and will be subject to final approval by the TTD Board and the TRPA Executive Director.

2. TTD shall hire, with recruitment assistance from TRPA, a District Manager. The job description for the position is Attachment B. The District Manager shall be classified in the TRPA personnel system for organizational purposes, but shall be an at will, contract employee of TTD, serving at the pleasure of the TTD Board.

3. The District Manager shall hire, with recruitment assistance from TRPA, a Transportation Projects Manager, with duties as described in Attachment C. The position shall be classified in the TRPA personal system for organizational purposes, but will report to the District Manager and be a contract employee under provisions generally similar to those contained in the TRPA Personnel Manual dated June, 2008.

4. TRPA and TTD shall share an Executive Assistant position who shall be a TRPA employee. TTD shall pay 1/2 of the costs of the position, which shall be jointly defined and supervised by the TTD District Manager and the TRPA Executive Director, or his/her designee. The duties of the Executive Assistant are described in Exhibit D.

5. TTD shall pay twenty percent of the costs of the existing TRPA Transportation Planner/Administrator position to reflect his/her involvement in TTD activities.

6. The Executive Director of TRPA, or his designee, shall assign TRPA staff as required, in consultation with TTD, to assist TTD in carrying out its duties and responsibilities under the bistate compact and this MOU.

Section 4. General Provisions

A. None of the duties or obligations set forth in this MOU may be assigned, transferred, or subcontracted without the prior written approval of both parties.

B. This MOU contains the entire agreement between the parties with regard to the subject matter contained herein. It supercedes and replaces all previous oral or written agreements, understandings, or communication between the parties on the subject.

C. In the event of dispute over the terms, conditions, or implementation of this MOU, the parties shall meet and confer in good faith in an attempt to resolve any such dispute between themselves. The parties may, upon mutual agreement, obtain the services of a mediator or facilitator. In the event the dispute cannot be resolved the sole remedy of either party shall be termination of this agreement as set forth below.

D. This MOU shall continue until ninety (90) days notice of termination is given by either party. Prior to such notice of termination being given and during the notice period, the parties shall meet and confer to seek alternatives to termination. During the term of this MOU the parties shall cooperate in good faith to carry out its purpose and intent.

E. Notice under this MOU shall be given by personal delivery or by first class mail, postage paid, as follows:

Board Chair
Tahoe Transportation District
P. O. Box 5310
Stateline, NV 89449

Executive Director
Tahoe Regional Planning Agency
P. O. Box 5310
Stateline, NV 89449

Board Chair,
Tahoe Transportation District

Executive Director,
Tahoe Regional Planning Agency

Approved - August 8, 2008

TTD FY09 Staffing Plan
July 1, 2008 to June 30, 2009

Attachment A

Focus Areas	Activity	Hrs (2080=1PY)	Cost	Funding Source
Project Development/Implementation				
	US 50 So. Stateline Core Project	500	$42,500	FLH 1/2%
	Waterborne Project	450	$38,250	FLH 1/2%
	Stateline-to-Stateline Bikeway Project	350	$29,750	FLH 1/2%
	89/89 Realignemnt-Fanny Bridge Project	300	$25,500	FLH 1/2%
	Develop work plan and schedule for TTD lead projects	200	$17,000	FLH 1/2%
	Provide TTD project oversight and coordination with TMPO programming and EIP	100	$4,800	TRPA
		200	$19,800	FLH 1/2%
	Oversight of Project Development Program	280	$27,720	FLH 1/2%
TTD Transit and Asset Management				
	Apply for and manage Transit Grants	116	$5,800	TTD Grants/Membership
	Manage TTD Insurance policy	100	$9,900	TTD Grants/Membership
	Manage TTD asset management and procurement	100	$5,000	TTD Grants/Membership
	Liaison with Operators and TMAs	100	$5,000	TTD Grants/Membership
	Regional Transit Marketing Program	100	$5,000	TTD Grants/Membership
Secure Funding for Transit Enhancements				
	Manage regional funding initiative for Transit enhancements	300	$29,700	TTD Grants/Membership
		150	$7,200	TRPA
	Coordinate with EIP local funding proposals	100	$4,800	TRPA
	Develop and gain acceptance of expenditre plan to determine proposed transit enhancements	275	$13,200	TRPA
TTD Administration and Outreach				
	TTD Public Outreach (Public Project Workshops, Funding Plan Outreach, Etc.)	350	$34,650	FLH 1/2%
		280	$23,800	FLH 1/2%
	Provide TTD Project Development and Board Admin Functions	400	$39,600	FLH 1/2%
		[redacted]	$42,640	FLH 1/2%
	Develop and Administer TTD Budget	100	$9,900	TTD Grants/Membership
	Administer TTD Operational/Consultant Contracts	350	$34,650	FLH 1/2%
		6,241	**$476,160**	

Positions/Salary (Incl. overhead)	HRS	PY	Total $
TTD District Manager	2080	1.00	$205,920
Project Manager	2080	1	$176,800
Transit Planner/Administrator	416	0.20	$20,800
[redacted]	1040	0.5	$42,640
TRPA Transportation Staff	625	0.30	$30,000
			$476,160

Funding by Source	
FLH 1/2%	$375,860
TTD Membership/Grants	$70,300
TRPA (OWP Funding)	$30,000

MEMORANDUM OF UNDERSTANDING

CREATING A PUBLIC/PRIVATE AGREEMENT

TO MITIGATE TRAFFIC

AND

AIR QUALITY IMPACTS

BY IMPLEMENTING CERTAIN ELEMENTS OF

THE TAHOE REGIONAL PLANNING AGENCY

SHORT RANGE TRANSPORTATION PROGRAM

10/1/95

MEMORANDUM OF UNDERSTANDING CREATING A PUBLIC/PRIVATE AGREEMENT TO MITIGATE TRAFFIC AND AIR QUALITY IMPACTS BY IMPLEMENTING CERTAIN ELEMENTS OF THE TAHOE REGIONAL PLANNING AGENCY SHORT RANGE TRANSPORTATION PROGRAM

This Memorandum of Understanding (MOU) creating a public/private agreement to mitigate traffic and air quality impacts by implementing certain elements of the Tahoe Regional Planning Agency's (TRPA) Short Range Transit Program (SRTP) is entered into by:

South Tahoe Public Utility District (STPUD);
Argosy/KOAR Group, Inc. (KOAR);
Heavenly Valley, Limited Partnership (Heavenly); and
Park Avenue Proponents, which consists of:

(i) HKM and the Lake Tahoe Inn;
(ii) Heavenly Valley, Limited Partnership;
(iii) The Tahoe Crescent Partnership, Ltd; and
(iv) Trans-Sierra Investments,

all collectively known as the "Project Proponents", and the

Tahoe Regional Planning Agency (TRPA);
City of South Lake Tahoe, on behalf of the South Tahoe Redevelopment Agency and dba STAGE.
League to Save Lake Tahoe (League); and
South Shore Transportation Management Association (SSTMA)

which along with the Project Proponents are all collectively referred to as the "Parties."

Although the California Department of Transportation, the Nevada Department of Transportation, and the California Attorney General's Office are not parties to this Agreement, these governmental entities have reviewed this MOU and have provided letters of support for the implementation of the traffic and air quality mitigation measures set forth in this MOU.

It is the intention of the Parties to create a voluntary public/private agreement to accomplish the cooperative implementation of an enhanced and coordinated public and private transit system on the South Shore in order to assist in the achievement and maintenance of TRPA's environmental thresholds, including without limitation, the air quality thresholds for vehicle miles travelled (VMT) and traffic volume reductions, in conjunction with certain proposed and pending projects and plans.

RECITALS

This MOU is based upon the following facts, statements and intentions of the Parties:

A. The mission of the Tahoe Regional Planning Agency is, in part, to meet state or federal air quality standards, whichever are stricter, and to attain and maintain the adopted environmental thresholds related to air and water quality and transportation.

B. The Tahoe Regional Planning Compact (Compact), Article V, requires TRPA to adopt a regional plan, with a transportation element, which reduces dependency on the private automobile.

C. TRPA adopted a Regional Transportation Plan (RTP) in 1992, that was reaffirmed in 1994, which is designed to meet the mandates of the Compact, and the applicable air quality standards and thresholds. The TRPA air quality and transportation thresholds and the RTP are designed to reduce the VMT in the Region and to reduce traffic volumes on U.S. Highway 50, thereby reducing traffic congestion and improving traffic conditions.

D. TRPA has adopted several plans and approved project permits which incorporate elements of the RTP and which seek to further implement the transit provisions of the RTP, including the Short Range Transit Program (SRTP).

E. Specifically, TRPA considers implementation of the RTP and the SRTP to be crucial to the achievement of TRPA's air quality and transportation goals, especially those relating to VMT and traffic volume reductions, and cooperative efforts between the Parties is an effective way to maximize the resources of the Region.

F. STPUD, KOAR, Heavenly and Park Avenue Proponents have projects or plans (or proposed amendments to existing permits in KOAR's case, although the League does not concede the validity of such existing permits and nothing herein shall be deemed a waiver by the League to contest the validity of KOAR's existing permits) pending before TRPA and other reviewing and governing agencies and are in the environmental review process. It is the convergence of these four projects and plans which creates the unique opportunity for cooperative and coordinated implementation of traffic and air quality mitigation measures.

G. The four proposed, pending, or completed projects and plans are:

(1) The STPUD Future Sewer Connections Facilities Plan;

(2) KOAR's modification of the previously permitted Ski Run component of Redevelopment Project No. 1;

(3) Heavenly's Ski Resort Master Plan; and

(4) Park Avenue Proponent's project sited at the intersection of U.S. Highway 50 and Park Avenue.

H. Planning and environmental review of the above projects and plans has been ongoing for a period of years. Various environmental and planning documents have been prepared or are being prepared including, without limitation:

(1) the May 1989 South Lake Tahoe Redevelopment Demonstration Plan and accompanying certified EIR/EIS;

(2) the 1989 EIR/EIS certified for Redevelopment Project No. 1;

(3) the 1995 draft Supplement to the EIR/EIS for Redevelopment Project No. 1 (the Ski Run Component);

(4) the 1995 certified EIR/EIS for the STPUD future Sewer Connections Facilities Plan;

(5) the 1995 draft Heavenly Ski Resort Master Plan and accompanying draft EIR/EIS; and

(6) the draft EIR/EIS for the Park Avenue Project.

I. Additional studies and plans have been specifically prepared for this MOU and are attached hereto and incorporated herein as the following exhibits:

Exhibit 1. Final South Shore Transit Coordination/Expansion Study, March 22, 1995;

Exhibit 2. Draft South Shore CTS Implementation Plan, September 14, 1995.

Exhibit 3. Coordinated Transit System Mitigation Fund Contribution Analysis, August 22, 1995.

Exhibit 4. Final 1994 Baseline Transit Conditions for the Three Projects, June 1, 1995;

Exhibit 5. Final Scope of Work for a Parking Management Stategy and Focused E.A., September 12, 1995;

Exhibit 6. Draft List of Plans and Documents Describing the Design and Operating Assumptions of the Four Projects;

Exhibit 7. Draft Specific Road and Other Physical Improvements Required by Each of the Project Proponents.

J. The TRPA regional plan and related environmental documents; the planning and environmental documents referenced in Recital H; and the exhibits to this MOU referenced in Recital I provide a substantial basis for assessing and predicting, on an individual project or plan basis, the probable environmental impacts of the projects and plans referenced in Recital G. The Parties have based their analysis and commitments upon such existing environmental and planning documents and the exhibits to this MOU.

K. Transit programs are difficult to implement as mitigation measures for individual projects and plans because their scope and scale generally extend beyond the abilities or obligations of any one entity to implement. The Parties agree that implementation of a transit program is preferred over construction of road improvements to address localized traffic impacts and the payment of air quality mitigation fees to address regional traffic impacts. The Parties further agree that the joint and cooperative implementation of the Coordinated Transit System (CTS) in the South Shore area is consistent with the Compact's goal of reducing dependency on the private automobile, as well as the RTP and SRTP. Further, the CTS will be a foundation for the implementation of a fixed guideway system in accordance with Proposition 116, Cal. Public Utilities Code, §9960, *et seq*. (Prop. 116). Except as set forth in Implementation Provisions Paragraph 4, this Agreement does not make the Project Proponents responsible for the implementation and financing of a fixed guideway system.

L. The Parties recognize that the long term achievement and maintenance of the goals of the CTS are dependent upon the participation of the gaming industry and the entire South Shore community. It is the intention of the Parties to persuade the gaming industry and the South Shore community to participate in the CTS and to develop public financing sources for the long term maintenance and improvement of the CTS.

M. In implementing this MOU, the Parties shall to the extent applicable to each, comply with the requirements of the California Environmental Quality Act (CEQA), the National Environmental Policy Act (NEPA), and Article VII of the Tahoe Regional Planning Compact. Determination of compliance shall be made by the TRPA Governing Board and other reviewing agencies as required by law.

N. The Parties intend by this MOU to create a public/private agreement through which each of the Project Proponents shall contribute to a CTS Mitigation Fund for the implementation of the CTS as part of an agreed upon package of air quality and traffic mitigation for the plans and projects referenced in Recital G. The Project Proponents intend to calculate on a individual project or plan basis the proposed mitigation costs to be contributed by each of them into the CTS Mitigation Fund and to specify, on an individual project or plan basis, road and other physical improvements which, in conjunction with the contribution to the CTS Mitigation Fund, shall be deemed to fully mitigate the localized and regional air quality and traffic impacts of each of the proposed projects and plans subject to confirmation of those impacts in the certified final environmental document for the applicable project or plan by the TRPA Governing Board and other reviewing agencies as required by law. The amount of mitigation for air quality and traffic impacts for each project and plan shall be determined by the TRPA Governing Board as provided in implementation provisions hereof in 4(i). The combined mitigation package of the CTS Mitigation Fund and the specific road and physical improvements for each of the Project Proponents is referred to as the "CTS Mitigation Project by the Project Proponents," and is fully set forth in the Implementation Provisions, Paragraph 4.

O. The MOU further provides that each individual Project Proponent shall receive full mitigation credits for its contributions to the "CTS Mitigation Project by the Project Proponents." The Project Proponents shall be granted the right to use, bank, transfer and sell all mitigation credits received hereunder, consistent with

the General Condition provisions of this Agreement.

P. Ongoing CTS setup, operating and capital costs that are beyond the scope of this MOU, and the manner in which private operators contribute or otherwise make available or operate their existing rolling stock to or for CTS, the dispatch center operations and other related matters will be addressed in a separate Participation Agreement by parties operating private demand driven transit systems, STAGE and SSTMA, which parties shall exclude KOAR and the Park Avenue Proponents. The Parties anticipate that the Participation Agreement will address operation of the CTS until the review of the TRPA environmental thresholds in the year 2001.

Q. This MOU also recognizes the potential need for the Parties to develop contingency provisions in the event implementation of the CTS is incomplete or interrupted. Because of the countless number of situations which could occur over the next several years, the Parties agree it is impossible to include contingency provisions in this MOU. In the event implementation of the CTS is incomplete or interrupted, then the Parties will meet and confer in good faith to develop solutions to the problems which have arisen.

IMPLEMENTATION PROVISIONS

1. The goals of the CTS are:

   A. Provision of a unified transit system for both visitors and residents on the South Shore;

   B. Implementation of a predominately market/demand driven, rather than schedule driven, transit system;

   C. Creation and maintenance of a transit system that treats all passengers as guests;

   D. Creation of a passenger interactive transit system that stands for, and promotes, the convenience of its passengers/guests;

   E. Achievement of significant VMT reductions and reduced traffic volumes on U.S. Highway 50 consistent with the TRPA air quality thresholds; and

   F. Identification of other sources of funding and contributions beyond those required hereunder by each of the Project Proponents to fund the long term operating and capital costs of the CTS.

2. The CTS established pursuant to this MOU shall be implemented in phases in accordance with Exhibit 2 under the supervision of the SSTMA. Monies not expended for the phase for which they were deposited shall be used for implementation of subsequent phases.

3. The proposed phases, completion targets and the projected funding sources and needs, are set forth in Exhibit 2. The estimated total dollar amount required for development and initial start-up of the CTS, as determined in Exhibit 2, is $872,000. (CTS Start-Up Costs).

4. The CTS Start-Up Costs shall be funded by the CTS Mitigation Fund, into which contributions shall be made by the Project Proponents pursuant to Exhibit 3 and as further described below. Each of the Project Proponents agree to fully mitigate incremental air quality and traffic impacts of each's respective plans or projects referenced in Recital G through its:

(i) contribution by each project of its respective share of $988,233.00 into the CTS Mitigation Fund. The Parties recognize that the amounts set forth in Exhibit 3 for the air quality and traffic impacts of each project and plan reflects the best professional judgment of the consultants preparing the environmental documents, and of TRPA staff, but that the TRPA Governing Board and other reviewing agencies as required by law retain their authority and discretion to determine the final air quality and traffic impacts of each of the projects and plans and to establish the level of mitigation required by each of the projects and plans. The following describes the amount that each of the Project Proponents shall contribute to the CTS Mitigation Fund (which fund shall be administered by TRPA) that may be adjusted either upward or downward (except for the contribution from STPUD) by the TRPA Governing Board and other reviewing agencies:

A. PARK AVENUE PROJECT.

Initial payment of $30,000 upon signature of this MOU and an additional balance of $150,501.00 in accordance with the Implementation Provisions, Paragraph 5.

B. HEAVENLY SKI RESORT.

Initial payment of $30,000 upon signature of this MOU, and an additional balance of $364,939 in accordance with Implementation Provisions, Paragraph 5.

C. SKI RUN COMPONENT OF REDEVELOPMENT PROJECT #1.

Initial payment of $30,000 upon signature of this MOU, and an additional balance of $182,793 in accordance with Implementation Provisions, Paragraph 5;

D. STPUD.

The initial payment of $200,000 as previously determined by the TRPA Governing Board, payable upon or before August 18, 1995 or upon execution of this Agreement, whichever last occurs. It is understood that in the event litigation is filed challenging TRPA's certification of STPUD's future Sewer Connections' Facilities' Plan, STPUD's contribution shall be delayed until such time as any such litigation is concluded in favor of STPUD. TRPA shall provide STPUD with an annual accounting of all funds paid by STPUD to TRPA in accordance with this Agreement.

E. TRPA.

In addition to the $988,233.00 which will be contributed to the CTS Mitigation Fund by the Project Proponents, TRPA has access to $40,920 and shall contribute this amount upon execution of this MOU.

(ii) construction by each Project Proponent of either its respective specific road and other physical improvements or other obligations as identified in Exhibit 7.

(iii) In addition, HEAVENLY SKI RESORT shall continue to operate its existing winter bus fleet and continue operation of some portion of that same bus fleet in the summer as more particularly set ~~forth~~ in Exhibit 7 ~~hereof~~ AS PART OF THE CTS.

This combination of the requirements listed under Implementation Provisions, Paragraph 4(i) and 4(ii) is collectively called the "CTS MITIGATION PROJECT BY THE PROJECT PROPONENTS."

5. The Parties agree that the balance of each Project Proponent's contribution to the CTS Mitigation Fund as referred to in Paragraph 4 above shall occur as follows:

A. PARK AVENUE PROJECT.

Within 75 days after the later of either the approval of the project by TRPA, or the issuance of a building permit by the City of South Lake Tahoe.

B. HEAVENLY SKI RESORT.

Within 75 days after the latter of either the certification of the Master Plan by TRPA; or the issuance of a building permit for the Gondola by the City of South Lake Tahoe.

C. SKI RUN COMPONENT OF REDEVELOPMENT PROJECT #1.

Within 75 days after the latter of either the approval of the modification to the existing permit for the project by TRPA, or the issuance of a building permit by the City of South Lake Tahoe.

D. STPUD.

Commencing May 24, 1995, STPUD shall pay to TRPA an amount equal to 5% of all sewer connection fees permitted by STPUD's "Future Connection Facilities Plan," as previously determined by the TRPA Governing Board. These fees shall be utilized by TRPA to fund operational and capital expenses associated with the CTS and TRPA shall provide STPUD with an annual accounting of all funds paid by STPUD to TRPA in accordance with this Agreement.

Each Project Proponent shall complete construction of its specific road and other physical improvements as identified in Exhibit 7 prior to receipt of its first certificate of occupancy (subject to any reasonable extensions required as a result of the building season restrictions).

Each project's payment of its contribution to the CTS Mitigation Fund and completion of the above described construction shall result in that plan or project being deemed by all Parties, and subject to the discretion of the TRPA Governing Board and the City, for all purposes:

(i) to have fully mitigated all of its respective air quality and traffic impacts; and

(ii) to have received irrevocable air quality and traffic mitigation credits irrespective of the other contributions to the CTS Mitigation Fund and/or road or other physical improvements actually made or constructed by any of the other Project Proponents.

6. Each of the individual plans or projects referenced in Recital G shall have the right to individually mitigate its traffic and air quality impacts solely by satisfaction of its own obligations outlined in Implementation Provisions, Paragraph 4.

7. Other than the obligations required in the CTS Mitigation Project by the Project Proponents set forth in Implementation Provisions, Paragraph 4, there shall be no other requirements of the Project Proponents with respect to any of their obligations under either this MOU or otherwise to mitigate their air quality and traffic impacts, except with respect to the discretion of the TRPA Governing Board and other reviewing agencies required by law. The obligations of the Project Proponents are not subject to modification, except to the extent that a particular plan or project is changed by an individual project proponent to an extent which causes material deviation in the currently existing design and resulting air quality and traffic impacts of the plans and projects which are documented in Exhibit 6 hereto, or by the discretion of the TRPA Governing Board and other reviewing agencies as required by law.

8. The contributing parties shall receive mitigation credits for their contribution based on the air quality mitigation fee schedule set forth in Chapter 93 of the TRPA Code.

9. Subject to maintenance of necessary funding from other sources, CTS service shall, at a minimum, maintain the current level of gratuitous service for five years. Nothing herein shall require a party to maintain existing gratuitous service for more than 5 years. The Parties intend to implement recommended strategies to maximize ridership, including but not limited to, fare incentives, tokens, free zones, and similar means of reducing costs to the users. The Parties anticipate that fare reductions for services (which are currently charging fees) will occur during the implementation of Phases 3 and 4 as outlined in Exhibit 2, and that as additional projects elect to participate in implementation of the CTS, expanded "free zones" shall be created. The ultimate goal is to create a system that maximizes ridership.

GENERAL PROVISIONS

1. Prior to any payments being made to the CTS Mitigation Fund, TRPA and the Project Proponents shall to their mutual satisfaction, devise a mitigation credit banking and transfer system with an appropriate tracking system for use in conjunction with this MOU.

2. Nothing in this MOU shall be deemed to waive, or in any other way affect, the discretionary, legislative, or policy power authority of the governmental parties. Further, nothing in this MOU shall be deemed to waive, or in any other way, affect the standing of the Parties to this MOU to comment on, oppose, or challenge any of the proposed plans or projects in Recital G, or on any associated environmental documents. As to the air quality and traffic impacts and concomitant proposed mitigations only, the Parties to this MOU shall not:

   (i) adversely comment upon any of the proposed plans or projects during the environmental review, public hearing or approval processes;

   (ii) oppose or challenge, legally or otherwise, any of the proposed plans or projects in Recital G, any associated environmental documents, and any proposed mitigations; or

   (iii) propose or advocate any revisions or additional mitigations or conditions to any of the proposed plans or projects,

   so long as the proposed plans or projects, associated environmental documents, and any proposed mitigations, are not materially in conflict with the facts, assumptions, understandings, and exhibits of this MOU. It is understood the this prohibition shall in no way prevent a party to this Agreement from commenting, without qualification or restriction, upon the Environmental Assessment prepared in connection with the parking management plan or program described in Paragraph 7 of the General Provisions of this MOU.

3. All Parties agree to use their maximum reasonable efforts to implement the provisions of this MOU. Further, the Parties agree that they shall implement this MOU in good faith and with fair dealing.

4. It is understood by all Parties that there may be changes, additions, or deletions to the proposed projects or plans during the term of this MOU and all Parties agree to cooperate, to the extent reasonable, in modifying this MOU to accomplish its purposes in the event of such changed conditions.

5. This MOU may be modified, in writing, by the Parties provided, however, that termination by a party requires one year advance written notice to all Parties. Prior to giving any such notice of cancellation, a meet and confer session will be held involving all affected parties. No mitigation fees or

contributions previously made to the CTS Mitigation Fund shall be refunded in the event of cancellation or otherwise. The obligations of each of the Parties under Implementation Provisions, Paragraphs 4 through 7 and General Provisions, Paragraphs 1 through 5 and 12 hereof shall survive the cancellation or termination of this MOU.

6. This MOU deals only with air quality and traffic issues and is not intended to provide a structure for mitigating any other project or plan impacts which may exist or occur in conjunction with any of the projects and plans set forth in Recital G.

7. TRPA and the League have entered into a separate agreement addressing the status of TRPA's compliance with Paragraph D.1 of the Douglas County Community Plan Litigation Settlement (1984) and Paragraph 5c, Measures 3.1 and 3.15 of the Lake Tahoe Airport Settlement (1992), relating to implementation of the Parking Management Program. TRPA shall continue to develop a parking management program within the CTS area. Development of a parking management plan in the CTS area shall include consideration of the benefits and detriments of parking fees as well as other appropriate parking management strategies, pursuant to an environmental assessment (EA) consistent with Exhibit 5. Preparation of an EA consistent with Exhibit 5 shall be deemed partial satisfaction of TRPA's obligation in Paragraph D.1 of the Douglas County Community Plan Settlement. Further, preparation of such an EA is consistent with the intent of TRPA, City and League in the 1992 Airport Settlement.

8. In recognition of the cooperative commitment in the implementation of this MOU, it is the intent of the TRPA Governing Board to defer the imposition of parking fees on existing properties in the areas served by the CTS until July 1, 1998. In July 1998, TRPA shall review the effectiveness of those implemented portions of the CTS and shall consider the imposition of parking fees on existing properties in the area served by the CTS.

9. This agreement shall not be construed to preclude the imposition of parking fees in other portions of the Region prior to 1998. In the event the four major gaming properties within the CTS area, elect not to participate in implementation of the CTS, the deferral of parking fees, as to the non-participating gaming property, shall be reconsidered by TRPA prior to 1998.

10. For the purposes of transfer of mitigation credits, all mitigation credits shall be deemed regional VMT mitigation credits. Transferred mitigation credits may not be used for mitigation of localized impacts.

11. In the event of a legal challenge to the enforceability or legality of the terms of this MOU, the Parties agree to cooperate with the defense of this MOU. This provision shall not be construed to require intervention or participation financial or otherwise in such litigation. This Memorandum of Understanding is a binding legal agreement fully enforceable against and for the benefit of all parties.

12. Each of the Recitals is hereby incorporated by reference and made a part of the operative provisions of this MOU.

This MOU is deemed, for convenience, to have been executed on October 1, 1995.

SOUTH TAHOE PUBLIC UTILITY DISTRICT

By: Kathy Sharp
Clerk of the Board

By: Duane Wallace
President of the Board

ARGOSY/KOAR GROUP, Inc.
a Georgia Corporation

By:
Steven C. Kenninger

Its: Executive Vice President

HEAVENLY VALLEY, Limited Partnership

By:
Its C.E.O.

PARK AVENUE PROPONENTS:
HKM and the Lake Tahoe Inn

By:
Its GENERAL PARTNER

TAHOE REGIONAL PLANNING AGENCY

By:
Its EXEC. DIR.

HEAVENLY VALLEY, Limited Partnership

By:

Its C.E.O.

CITY OF SOUTH LAKE TAHOE

By:
For Its City Manager

TAHOE CRESCENT PARTNERSHIP, Ltd

By:
Its General Partner

PARK AVENUE PROPONENTS
(Continued)

LEAGUE TO SAVE LAKE TAHOE

By: Rochelle Nason
Its Executive Director

TRANS-SIERRA INVESTMENTS

By: Gary B Costeel
Its President

SOUTH SHORE TRANSPORTATION MANAGEMENT ASSOCIATION

By: Frank Powers
Its Executive Director

CITY OF SOUTH LAKE TAHOE

By: Judith A Vonkluge
Its Redev. Manager

South Shore
Transit Coordination/Expansion Study

Draft Final Report:
The South Shore Coordinated Transportation System

Prepared for the

South Shore Transportation Management Association
PO Box 10798
South Lake Tahoe, California 96158

Prepared by

Leigh, Scott & Cleary, Inc.
2690 Lake Forest Road
PO Box 5875
Tahoe City, California 96145

March 22, 1995
LSC #947330

TABLE OF CONTENTS

Chapter Number		Page Number
1	Introduction	1
2	Existing Public and Private Transit Services	4
3	Emerging Transit Technologies	12
4	Short-Term CTS Plan	16
5	Long-Term CTS Plan	32
6	Conclusions and Implementation Plan	36
	Bibliography	
	Appendix A - Fare Alternatives	

List of Tables

Table Number	Description	Page Number
1	South Shore Transit Providers	5
2	South Shore Transit Fleet	6
3	Operating Performance	11
4	Estimated Existing Funding	11
5	Existing Applications of APTS Technologies	15
6	Recommended APTS Maximum Response Time	17
7	Ridership Impact of CTS System	23
8	Estimated CTS Capital Costs	26
9	Short-Term Funding Plan	30
10	Comparison of Winter Ridership per Skier-Day	33

List of Figures

Figure Number	Description	Page Number
1	Total Transit Ridership by Month	10
2	Recommended APTS Service Zones	18

CHAPTER 1
Introduction

It is clear from both the ridership generated by current services as well as recent transportation planning efforts that "traditional" transit services are not going to achieve many of the goals of the South Lake Tahoe community. This paper presents an evaluation of newly-developing advanced technologies for transit services, and the means by which they can best be used in the South Shore area to better achieve these goals.

The limitations inherent in the traditional transit services currently provided in the area are many:

- The fixed-route STAGE service has achieved only a small (and recently declining) portion of the total potential transit market in South Lake Tahoe. Though the system's management should be commended for doggedly providing a needed service through difficult financial times, these financial limitations coupled with the inherent disadvantages of buses operating in congested general travel lanes have allowed a quality of service that appeals to very few travellers with access to a car. (A recent survey indicated that 82 percent of STAGE riders did not have a car available for their trip.) As a result, ridership has stagnated at approximately 1,700 passenger-trips over a peak day. While this is a relatively good number in comparison with transit services in other communities of similar size, a comparison with average daily traffic levels on U.S. Highway 50 (factored by observed auto occupancy rates) indicates that STAGE is currently carrying only about 1.7 percent of the total person-trips in the U.S. Highway 50 corridor.

- Casino, lodging, and ski area shuttle services are increasingly expensive and also wasteful. These vehicles are seldom filled even close to capacity, and often duplicate their services. Individually, each private service provides a lesser quality of service than the same resources could if coordinated under a single organization.

- With the exception of private transit services, current services in the Tahoe Basin have proven to be largely unattractive to visitors. Less than ten percent of the STAGE system's ridership (or less than 200 person-trips per day) is comprised of visitors.

- Service plans vary very little between season. In light of the strong seasonal swings in both employment and visitor activity, this fact results in excessive and inefficient service in the off-seasons, and insufficient service in the peak seasons. Under the current fixed-route service plan, it is difficult to effectively tailor service to meet actual demand levels.

- There is a lack of connectivity and coordination between existing services that reduces overall transit attractiveness while increasing overall transit costs.

- Many residential areas, such as Tahoe Keys and in Douglas County are not served by transit. Street patterns in these areas, moreover, make them difficult and intrusive to serve with full-sized transit buses.

- Transit fare levels substantially reduce the attractiveness of existing services, particularly for STAGE.

Who is hurt by this current state of affairs? Many elements of the community:

- The tourism economy as a whole is hurt by the poor level of service provided to the visitor. Whether in private vehicles or transit vehicles (with the limited exception of specialized services such as the Tahoe Casino Express and the casino/ski shuttles), visitors experience congestion, inconvenience, and confusion that is simply not present in other, competing destination areas. Surveys indicate that the large majority of visitors to the area are interested in more than one activity; there is no one transit system that can provide a quality visitor experience to two or more types of visitor activities in the area.

- Casinos are required to pay increasing costs for visitor shuttle services that attract only a small portion of their potential ridership.

- The TRPA finds the VMT threshold receding further and further from reach as the 2007 attainment deadline grows nearer. The only options discussed to date that can make a substantial "dent" in VMT are either very contentious (such as auto or parking fees) or very expensive (such as guideway transit systems).

- The environmental community sees continued growth in the auto dominance of the South Shore area, with its attendant air, water, and visual impacts. Meanwhile, the reductions in air emissions that have accompanied the improved auto pollution control technologies over the past two decades have largely come to an end: future VMT increases can be expected to result in parallel emission increases. Traditional traffic engineering measures of mitigating traffic increases (such as additional turn lanes), moreover, carry with them their own set of environmental consequences.

- Residents are provided with only a "lifeline" transit service, with most areas of the community only provided with hourly service, and some areas not served at all. As a result, the transit service does not provide a viable transportation option for the many low-income, elderly, or disabled residents that could most benefit from public transportation services.

- The City of South Lake Tahoe is responsible to fund an increasingly expensive transit services at a time when revenues (both passenger fares and state support) are threatened. As a result, the options to transit service cuts (or equivalent cuts in other city services) are growing more difficult.

Plans developed for the South Tahoe area over recent years have underscored the difficulty in making substantive changes in travel patterns in the area via the traditional approaches to public transit. Recent planning processes have focused on "hardware" approaches to increasing transit ridership:

- Perhaps the most significant recent study was the *South Lake Tahoe Guideway Feasibility Study*, prepared by BRW, Inc. in 1994. This study indicated that technologies such as

light rail are feasible in South Lake Tahoe, but at a very high cost (over $100,000,000 for some alternatives). Ridership potential of such a system is large in comparison with existing transit ridership (representing roughly a quadrupling of existing STAGE ridership), but would only reduce overall traffic levels in the U.S. Highway 50 corridor by roughly five percent.

- The *Tahoe Basin Short Range Transit Plan*, prepared for the TRPA by LSC, Inc. last spring, focused (due to the five-year planning horizon for the study) on improvements to traditional transit services. On the South Shore, this plan includes expansion of the STAGE system by two additional buses, reduction in the STAGE fare from $1.25 to $0.50, establishment of checkpoint deviation service in Douglas County, as well as an aggressive visitor-oriented trolley replica program, with up to five trolleys. Overall, total operating subsidy for transit service would roughly increase by $1,017,500 per year. Peak daily ridership in the South Shore area would increase by approximately 514,200, or roughly 3,000 passenger-trips over a peak day. Comparing the transit ridership increase with existing travel indicates that this substantial expansion would translate into a reduction of approximately 0.6 percent of existing vehicle-miles of travel.

The study process documented in this report presents an alterative means of addressing the South Shores transportation dilemma. Through the coordination of existing services and the application of emerging advanced technologies, the plans presented below describe a system that can dramatically increase the attractiveness and resultant ridership on transit services, particularly among visitors, with relatively small investments in new capital equipment and services. This system, which has come to be known as the "Coordinated Transportation System" (CTS), represents a challenging yet "do-able" plan for transit service that will lay the groundwork for effective expansion of alternative transportation and substantial attainment of regional goals.

This Draft Final Report presents the results of this study. A discussion of existing transportation services in the study area is presented, as a "base case". This is followed by a discussion of Advanced Public Transportation Systems (APTS) technologies that are applicable to the transit conditions in the area. Next, a short-term plan for the Coordinated Transportation System is presented, followed by a long-term plan. Finally, study conclusions and implementation steps are presented.

CHAPTER 2
Existing Public and Private Transit Services

A review of existing transit services in the study area yields very useful information regarding ridership patterns as well as the financial resources that may be available for a CTS system. As presented below, the South Shore area is served by a number of both public and private organizations. A summary of existing services is provided as Table 1, while Table 2 presents existing transit vehicle fleets.

Public Services

STAGE

The South Tahoe Area Ground Express (STAGE) system began service on the south shore of Lake Tahoe in 1970 under the operation of the City of South Lake Tahoe. The system is currently operated by Area Transit Management, Inc., who took over responsibility in 1985. STAGE is funded completely by fare box recovery (51 percent) and Transportation Development Act funds (49 percent).

STAGE currently operates seven days a week, twenty-four hours a day. Six routes are operated, three of which offer route deviation options. Service is generally provided on hourly headways, with twenty minute headways along U.S. Highway 50 between 10 A.M. and 7:30 P.M.

With a total fleet of nine vehicles, STAGE operates five buses per day on their normal routes. Fares are currently $1.25 per one way trip, children under five ride free, and an additional charge of $2.00 is added to the regular fare for route deviation service. A special 25 cents pass for eligible low-income seniors is available through El Dorado County. Other discount programs include a ten ride pass for $10 and an unlimited ride monthly pass for $40. Operating performance indicators equalled 26.4 passenger trips per service hour and 1.7 passengers per mile. Tourist ridership accounts for only 15 percent of passenger trips in summer, while dropping to very low levels during the winter months.

Approximately 611,700 one-way passenger-trips were made on STAGE in fiscal year 1992-93. This represents a 3.9 percent decrease in ridership from the previous year. There is very little seasonal variation in route performance.

Funding for the STAGE system for the 1991-92 fiscal year was as follows:

Local Transportation Fund (TDA):	$395,050	(28.3%)
Passenger Fares:	$714,388	(51.3%)
Local Agency Subsidy:	$54,700	(3.9%)
Outside Agency:	$125,000	(9.0%)
Transfer In (City of SLT)	$96,000	(6.9%)
Other	$ 8,474	(0.6%)

As indicated, the STAGE system is successful in generating a relatively large proportion of its

TABLE 1: South Shore Transit Providers

Transit Provider	Number of Vehicles: Total	Required for Mitigation	Wheelchair Accessible	Operating Season	Typical Operating Day	# Vehicles: Summer Weekday Day	Summer Weekday Night	Summer Weekend/Holiday Day	Summer Weekend/Holiday Night	# Vehicles: Winter Weekday Day	Winter Weekday Night	Winter Weekend/Holiday Day	Winter Weekend/Holiday Night	Estimated Annual Ridership	Vehicle-Hours of Service	Vehicle-Miles of Service	Operating Cost
Casino W(1)	3	(2)	0	Year-Round	Sun-Fri: 8AM-12AM Sat: 8AM-2AM	1	1	1	1	1	1	1	1	30,000	5,800	45,000	NA
Casino X(1)	5	(2)	1	Year-Round	Mon-Fri: 8AM-2AM Sat-Sun: 8AM-2AM	3	5	4	5	2	3	3	3	169,500	21,500	150,000	$301,000
Casino Y(1)	5	(2)	0	Year-Round	Sun-Thur: 8AM-2:30AM Fri,Sat: 8AM-2:30AM	3	3	3	4	1	2	2	3	87,000	13,100	23,272	$126,900
Casino Z(1)	9	(2)	0	Year-Round	Sun-Thur: 8AM-1AM Fri,Sat: 8AM-2AM	2	3	3	3	3	3	3	3	110,864	5,712	90,000	NA
Heavenly	11	(2)	0	Nov-April	7AM-6PM	0	0	0	0	5	0	8	0	228,994	7,873	NA	NA
Sierra at Tahoe	5	(2)	0	Dec-April	7AM-6PM	0	0	0	0	4	0	5	0	31,839	3,458	NA	NA
Travel Systems, Ltd (Dodo/Snowmobile Shuttles)	6	(2)	0	Year-Round	Summer: 7AM-11PM	3	2	3	2	1	1	1	1	66,752	2,787	17,316	NA
The Ridge Tahoe	8	(2)	0	Year-Round	All Days: 8AM-2AM	8	2	8	2	8	2	8	2	160,000	33,580	190,000	$405,000
Lakeside Inn	1	(2)	0	Not Currently Operating		0	0	0	0	0	0	0	0	NA	NA	NA	NA
Embassy	2	(2)	0	Year-Round	On Demand	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Subtotal: Private	55		1			20	16	22	17	25	12	31	13	884,949	NA	NA	NA
STAGE	7	0	7	Year-Round	24 hours	5	5	5	5	5	5	5	5	525,525	26,996	418,835	$1,195,600 (2)
Bus Plus	4	0	1	Year-Round	7AM-7PM	2	0	2	0	2	0	2	0	40,529	7,318	92,234	$167,195
Trolley	2	0	0	7/1-9/15	9AM-10PM	2	2	2	2	0	0	0	0	21,432	1,925	21,023	$80,537 (3)
Tahoe Douglas Senior Center	1	0	0	Year-Round	On Demand	1	0	0	0	1	0	0	0	NA	NA	NA	NA
Ormsby Assoc. of Retarded Citizens	1	0	1	Year-Round	Mon-Fri: 8AM-5PM	1	0	0	0	1	0	0	0	2,250	NA	NA	NA
Subtotal: Public	15		9			11	7	9	7	9	5	7	5	589,736	NA	NA	NA
TOTAL	70		10			31	23	31	24	34	17	38	18	1,474,685	NA	NA	NA

NOTE 1: Actual property names not used to preserve confidentiality.
NOTE 2: Vehicles required by existing mitigation agreements. To be completed.
NOTE 3: Excluding City of South Lake Tahoe administrative costs.
NOTE 4: Includes vehicle lease.

ATTACHMENT D

TABLE 2: South Shore Transit Fleet

Transit Provider	Number of Vehicles		Vehicle Type and Seating Capacity												NOTES
			Van/Body on Chassis					School Bus			Public Bus				
	Total	Accessible	7	15	16	21	25	42	44	57	24	30	32	38	
Casino W(1)	3	0		1		2									
Casino X(1)	5	1				5									
Casino Y(1)	5	0					5								Avg Seating; 2 reserved for guest purposes
Casino Z(1)	9	0				4	5								
Heavenly	11	0						2	9						44-psgrs are 1970's models
Sierra at Tahoe	5	0							1	4					4 are 1989 model
Travel Systems, Ltd.	6	0							6						1970's models
The Ridge Tahoe	8	0			3		5								
Lakeside Inn	1	0													No details known
Embassy	2	0													No details known
Subtotal: Private	55	1	0	1	3	11	15	2	16	4	0	0	0	0	
STAGE	7	7										2	1	4	
Bus Plus	4	1	2	1	1										Including one van owned by ATM, Inc.
Trolley	2	0									1		1		Trolley replicas
Tahoe Douglas Snr Cntr	1	0	1												
OARC	1	1			1										Excluding backup; garaged in Carson City.
Subtotal: Public	15	9	3	1	2	0	0	0	0	0	1	2	2	4	
TOTAL	70	10	3	2	5	11	15	2	16	4	1	2	2	4	

NOTE 1: Actual property names not used to preserve confidentiality.

needed revenues through the farebox (approximately 51.3 percent). The other significant source of funding is the El Dorado County Local Transportation Funds.

Bus Plus

Bus Plus is a demand-response "collector" service for the outlying areas of El Dorado County within the Basin, which began service in July, 1991. Operated by Area Transit Management, this dial-a-ride service uses four vans, one of which is four-wheel-drive and wheelchair accessible, to bring elderly and handicapped persons to the Wye area of South Lake Tahoe, where they can transfer to the STAGE buses. The general fare is $2.00 per one-way trip; a free transfer allows boarding on the STAGE buses. Through a special program with El Dorado County, eligible low-income persons pay only $1.00 along with a special voucher ticket. The service area extends as far south on State Route 89 as Christmas Valley and as far north as Fallen Leaf Lake Road. Bus Plus delivered 34,457 one-way passenger trips during the fiscal operating year of 1992/93.

El Dorado County Department of Community Services

The El Dorado County Department of Community Services, operating the Senior Dial-a-Ride service, provides service to clients over 60 years of age, the handicapped and low income residents. The service is demand-responsive, and operated by volunteers. The service is not limited as to purpose; however, most trips are for medical reasons. Service is provided to residents of El Dorado County, as well as to residents of the Stateline area of Douglas County in Nevada.

Ormsby Association of Retarded Citizens

OARC provides transportation services to the disabled citizens living in Douglas County, the City of South Lake Tahoe and El Dorado County. The organization serves independent living clients, as well as vocational training clients. Service is provided door-to-door, with two daily round-trips to South Lake Tahoe from Carson City on weekdays.

Tahoe Douglas Senior Center

The Tahoe Douglas Senior Center, located in Zephyr Cove, provides transportation to members of the Center living within Douglas County and South Lake Tahoe. Approximately 25 trips per month are provided.

Private Services

Casino Shuttle Services

All of the major casinos operate shuttle services between Lake Tahoe Airport and their properties. Three casinos, Harvey's, Caesars, and Harrah's, have also joined in an effort to provide service from area hotels and motels along the U.S. Highway 50 corridor to any of the three casinos; 18 of these lodging facilities are equipped with a convenient push-button system for service requests. This service, called "Park-and-Roll," is a free, demand-response shuttle service. During the 18-month period between September, 1991 and February, 1993 ridership on Park-and-Roll totalled

723,187 passengers. Over this period, there has been a gradual decline in ridership, parallelling a drop in occupancy rates.

Detailed operating data has been received on each of the four major casinos, as indicated in Table 1. Together, these properties operate up to 13 vehicles at one time.

Ski Shuttle Services

Both Heavenly and Sierra-At-Tahoe ski areas provide ski shuttles. The service is provided by public and private providers on a contract basis or with vehicles purchased by the ski areas. This service is provided at no charge and has proven to be very beneficial in achieving environmental goals while providing a needed service. During the 1992-93 ski season, Heavenly's shuttle service carried 263,000 passengers and 30,050 passengers took advantage of Sierra Ski Ranch's (now called Sierra at Tahoe) service. These figures equate to 31.5 passengers per hour on Heavenly's service, and 8.9 passengers per hour on Sierra-At-Tahoe's shuttle.

Nifty Fifty Trolley

Over the course of the summer of 1994, the South Shore Transportation Management Association (SS/TMA) organized, initiated and managed the South Shore Recreation/Business Trolley Shuttle (Trolley) program in South Lake Tahoe, California. Area Transit Management, Inc. (ATM) operated two Trolley vehicles under contract to the SS/TMA on a 14-mile round-trip route along State Route 89 between Camp Richardson and the "Y" intersection with U.S. Highway 50, and on U.S. Highway 50 between the "Y" and the Stateline casino area. These vehicles were operated seven days a week during the peak summer season (July 1 through September 15, 1994) between 9:00 AM and 10:00 PM, providing service on an hourly headway. A $2.00 fare was charged for an all-day pass for the general public, while $1.00 was charged to the elderly (age 60 and above). During the initial 77-day operating season, ridership totalled 21,432 one-way passenger-trips; the average passengers per service hour was 11.1, reaching a high of 16.1 on peak days.

Summary: Existing Transit Services

As part of this study, an extensive data collection effort was conducted to quantify the level and characteristics of all transit services provided in the South Shore area. The results of this effort are presented in Table 1. These data provide the best overview of available services collected in recent years.

A review of Table 1 yields a number of findings:

- The total amount of transit service both provided and consumed in the South Shore area is substantial. As indicated, up to 38 transit vehicles are in operation at any one time in the area. As a whole, these providers carry approximately 1,475,000 passenger-trips over the course of a year.

- These figures indicate the great importance of private services in the overall transit "picture." While the single largest provider of service is a public organization (STAGE),

as a whole the private services carry approximately 62 percent of total transit ridership on the South Shore. The number of vehicles available in the various fleets is even more one-sided: 55 out of the total 70 vehicles available for transit service are privately-owned.

- While the majority of public transit vehicles are wheelchair-accessible, only one private vehicle in the area is equipped with a wheelchair lift.

Additional detailed data produced by the various transit providers can be used to estimate total area-wide ridership by month, as shown in Figure 1. As indicated, the peak overall ridership occurs in February, due largely to the peak in ski shuttle ridership. The summer peak occurs in July and August. If the ski shuttle services are excluded, these summer months represent the peak ridership period.

The various data presented in Table 1 can also be used to assess the operating performance of the various services (or at least those for which data is available), as shown in Table 3. Review of this table yields the following findings:

- The Heavenly, STAGE, and Tahoe Queen (Travel Systems, LTD.) services are the most effective in terms of passengers carried per hour or mile of service. The demand-response systems generally fall into the range of 5 to 8 passenger-trips per hour of service, vs. 29.1 for Heavenly and 19.5 for STAGE.

- For those services reporting number of miles, the public systems generally cover more miles per hour than do the private systems, due to the time needed to make door-to-door service stops, as well as the "down time" between service runs on the demand response systems.

- The reported cost per hour of service varies dramatically, from a low of $9.69 for Casino Y to a high of $44.29 for STAGE. These cost differentials reflect a number of factors, including the fact that many of the administrative costs for private services are absorbed into the larger private organization, the fact that larger vehicles (such as those operated by STAGE and the Trolley) are more expensive to fuel and maintain, and the relatively high driver wage levels of the public services.

- When considered on a per passenger basis, however, overall costs between the various services are surprisingly constant, ranging from $1.46 for Casino Y to $4.13 for the Bus Plus service, which serves a relatively low density area of El Dorado County.

The data presented in Table 1 can also be used to estimate the total financial resources that are used in providing all transit services. For the services that provided a figure for the number of hours of service but not a figure for annual costs, the cost per hour factors presented in Table 3 can be used to estimate annual costs. Similarly, if both annual costs and annual hours of service were not provided, the cost per passenger can be used to estimate total costs. When added, the annual operating costs provided in Table 4 can be estimated. As indicated, approximately $1,490,000 is required every year to operate private transit services. Added to the $1,443,000 in operating costs for public services, the total annual operating costs for transit service in the South Shore area is found to be approximately $2,933,000.

FIGURE 1

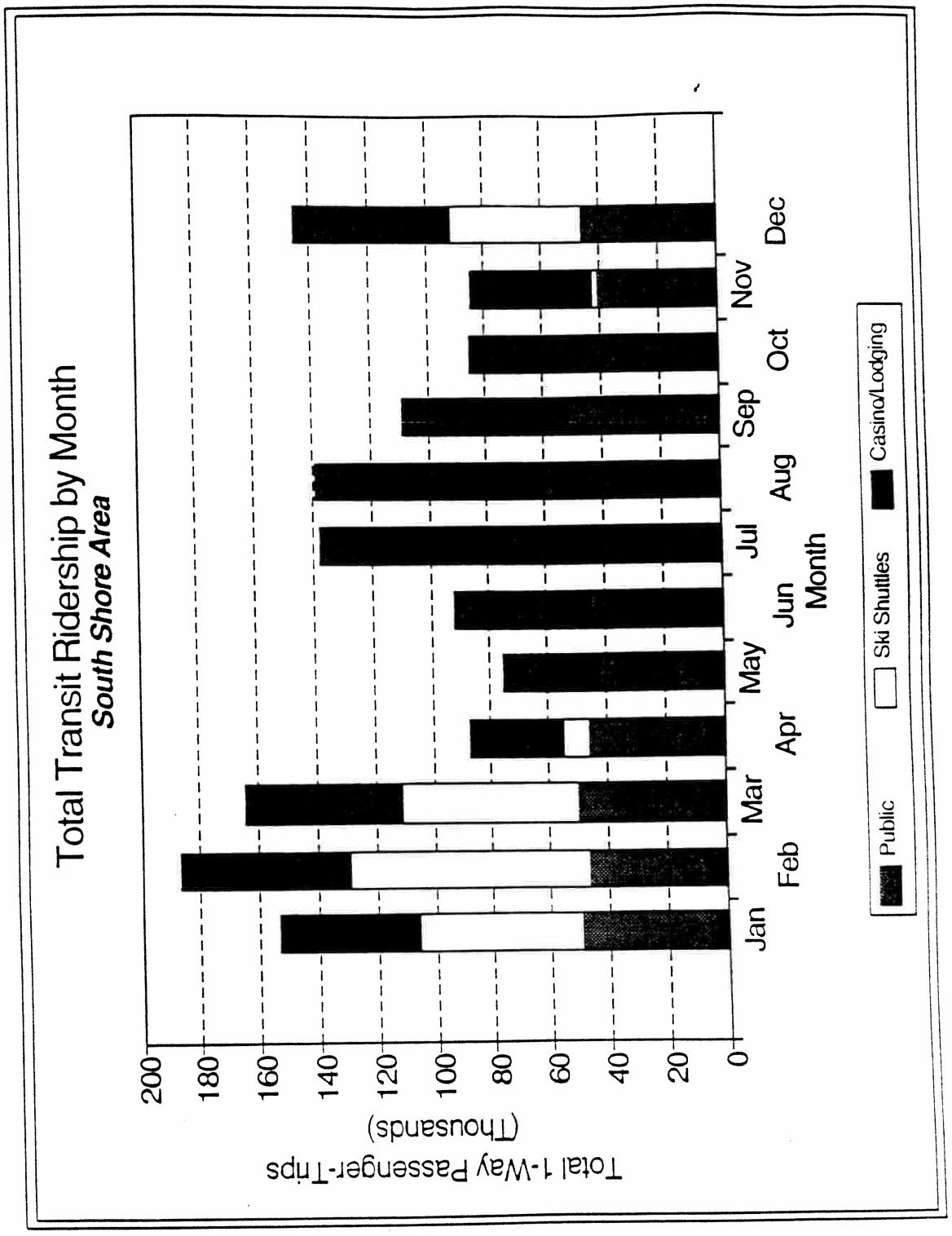

Total Transit Ridership by Month
South Shore Area
Total 1-Way Passenger-Trips
(Thousands)
200
180
160
140
120
100
80
60
40
20
0
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Month
Public
Ski Shuttles
Casino/Lodging

TABLE 3: Operating Performance

Transit Provider	Passengers per Hour	Passengers per Mile	Miles per Hour	Cost per Hour	Cost per Passenger
Casino W(1)	5.2	0.7	7.8	NA	NA
Casino X(1)	7.9	1.1	7.0	$14.00	$1.78
Casino Y(1)	6.6	3.7	1.8	$9.69	$1.46
Casino Z(1)	19.4	1.2	15.8	NA	NA
Heavenly	29.1	NA	NA	NA	NA
Sierra at Tahoe	9.2	NA	NA	NA	NA
Travel Systems, Ltd.	24.0	3.9	6.2	NA	NA
The Ridge Tahoe	4.8	0.8	5.7	$12.06	$2.53
STAGE	19.5	1.3	15.5	$44.29	$2.28
Bus Plus	5.5	0.4	12.6	$22.85	$4.13
Trolley	11.1	1.0	10.9	$41.84	$3.76

NOTE 1: Actual property names not used to preserve confidentiality.

TABLE 4: Estimated Existing Funding

	Existing Funding			Estimated Available for APTS System	
	Operating	Capital	Total	%	#
Private Services					
Casino/Lodging	$1,038,000	$240,000	$1,278,000	75%	$959,000
Ski Area	$340,000	$53,000	$393,000	60%	$236,000
Dixie	$39,000	$30,000	$69,000	75%	$52,000
Total Private	$1,417,000	$323,000	$1,740,000		$1,247,000
Total Public	$1,443,000	$161,000	$1,604,000	100%	$1,604,000
TOTAL	$2,860,000	$484,000	$3,344,000		$2,851,000

These costs do not include any capital costs, such as vehicle replacement. Using industry standards for the cost of replacement vehicles and their expected life, the average annual cost of vehicle replacement for the private services can be estimated to be approximately $323,000. Similarly, the average annual cost of public fleet replacement is approximately $161,000, for a total vehicle replacement average cost of $484,000 per year. Adding these costs to the annual operating costs, the total average cost of transit services in the South Shore area can be estimated at $3,417,000 annually.

CHAPTER 3
Emerging Transit Technologies

Recent advances in communication and communication technologies have impacted all segments of modern society, and have slowly found new applications in the transit industry. These technologies have come to be known as Advanced Public Transportation Systems (APTS). For purposes of the South Shore transit environment, there are three promising technologies within the APTS umbrella that have been developed over recent years: Automatic Vehicle Location (AVL) systems, Demand Responsive Dispatching (DRD) capabilities, and Automated Transit Information (ATI) systems.

Automatic Vehicle Location (AVL)

Originally developed in the trucking and package delivery industries, AVL has increasingly found application within transit services. AVL employs in-vehicle transponders and a central geographic mapping system using geopositioning satellites to locate, track and monitor vehicles. The central computer system automatically or manually (by the dispatcher) polls one or more vehicles. The polled vehicle transmits the longitudinal and latitudinal coordinates, time/date and other information if available (such as riders on board, etcetera) back to the central computer. The dispatcher knows the vehicle's location based on triangulation of the signals received from the global positioning satellites. A computer screen in the dispatch office displays a map indicating vehicle location, with an accuracy of plus or minus fifty feet. This map can also display direction of travel, on-time status (a different color for vehicles operating behind schedule, for example), and potentially the number of passenger on board.

Early transit AVL systems relied on electronic "signposts", consisting of monitors placed throughout a transit system that could detect and report to the center computer the passage of a specific vehicle. Between signposts, vehicle location could only be estimated based upon the schedule. This strategy proved to be cumbersome (as route changes would require modifications of the signposts), and not adequate for demand-response services. Later systems attempted to use LORAN-C radio receivers; this system, however, is often susceptible to electromagnetic interference. In recent years, however, the development of relatively low-cost Global Positioning System (GPS) technologies using satellite triangulation to identify location has largely replaced these other technologies.

The Regional Transportation District in the Denver area has recently implemented an AVL system for 833 fixed-route buses, as well as 66 supervisorial vehicles, at an estimated cost of $10,400,000. The Dallas Area Rapid Transit system is installing an AVL system for a total of 844 buses, 216 commuter coaches, 245 demand-response vans, and 300 supervisorial vehicles. Similar systems are being developed in Milwaukee and Baltimore. This latter system will include signal pre-emption for buses running behind schedule.

AVL technologies open up a range of additional services and benefits:

- Automatic voice and in-vehicle display announcement of transit stops. The Americans with Disabilities Act will ultimately require transit systems to provide voice

announcements prior to major transit stops, to allow the visually impaired to more easily use transit services. Drivers, who are often more than busy coping with traffic congestion, find it difficult to consistently provide these announcements. With AVL, vehicle location and direction of travel can be used to trigger a computer processor on a transit vehicle to automatically make a synthesized announcement, and also potentially to display a message inside the vehicle.

- An important benefit in larger urban systems is the ability for drivers to trigger a silent alarm which automatically dispatches police to a bus. The response time to criminal activity on a bus is greatly reduced.

- Pre-emption of traffic signals to allow quick passage for transit vehicles is also possible. Tying the GPS system into the traffic signal's computer can trigger an extended green indication for buses approaching a signal. This option could potentially be used for all buses, or be limited to those buses operating behind schedule or those carrying relatively high passenger loads.

The ability to identify vehicle location in "real time" is critical to the success of any advanced technology transit service, particularly if demand-response service is to be provided.

Demand Responsive Dispatching (DRD)

DRD technologies uses the computing speed of modern computers to match incoming ride requests with available vehicle capacity to most efficiently assign vehicles to serve passenger requests. This can be a very demanding computing task, as the number of potential combinations of passengers assignments to even a small fleet of vehicles can be extremely large: the computer must assess the time required under each potential assignment within a few seconds, taking into consideration the travel time impacts on passengers already aboard the vehicles, as well as the potential for transfers.

Since the demand is constantly changing with new ride requests and rides being completed, the system must readjust the optimum utilization of the fleet of vehicles continually. How the system knows to assign a ride request to a particular vehicle is based on several factors. These include vehicle location, vehicle load, vehicle destination and caller location and destination. The system may also consider specific needs of the current passengers if the system is programmed to do so.

Ride requests can be generated from a number of sources, including phone requests (either using a human operator or through a voice mail system), a "touch pad" at specific transit stops, or specialized touch pads at important trip generators (such as casinos or lodging properties). In addition, regular passengers can place a "standing order," such as "pick me up at work every weekday at 5:10 PM, unless I call to cancel."

A variety of software packages has been developed to varying degrees to allow "real-time" dispatching. With names such as "EasyTrips," "Dispatch-a-ride," "Rides Unlimited," and "Quick-Route$_{TM}$," many of these systems have been designed for elderly/disabled demand response systems, which have grown dramatically in recent years in response to the requirements of the

Americans with Disabilities Act for expanded door-to-door service. These programs are also used in the taxi industry, as well as by paramedic emergency response services.

Data is commonly relayed to the driver via RF communications to an LCD text screen mounted next to the dashboard. This data is continually updated to display the driver's next several pickup and delivery points.

Automated Transit Information (ATI)

Once AVL and DRD technologies are put in place, it is a relatively straightforward process to automatically provide passengers with "real-time" information regarding transit services. Provided with vehicle location, vehicle travel speed, and the passenger's desired service point, a computer can readily estimate the number of minutes before service is actually provided. This information can be disseminated in a number of ways:

- Automated phone systems can be used to provide information. Transit passengers in the Ottawa, Ontario area, for example, can call Ottawa-Carlton Transit, punch in their bus stop number and desired route, and be provided with the next several service times at their stop.

- Video terminals placed in transit terminals and shopping malls are also used to provide "real time" arrival and departure times in Halifax, Nova Scotia; and Broward County, Florida. A similar system is currently installed at various locations around Anaheim, California (including the Anaheim Stadium and the Hilton) providing real-time traffic congestion information. Overseas, real-time information is already widely provided in Stockholm, Sweden, and Osnabrueck, Germany.

Existing Applications

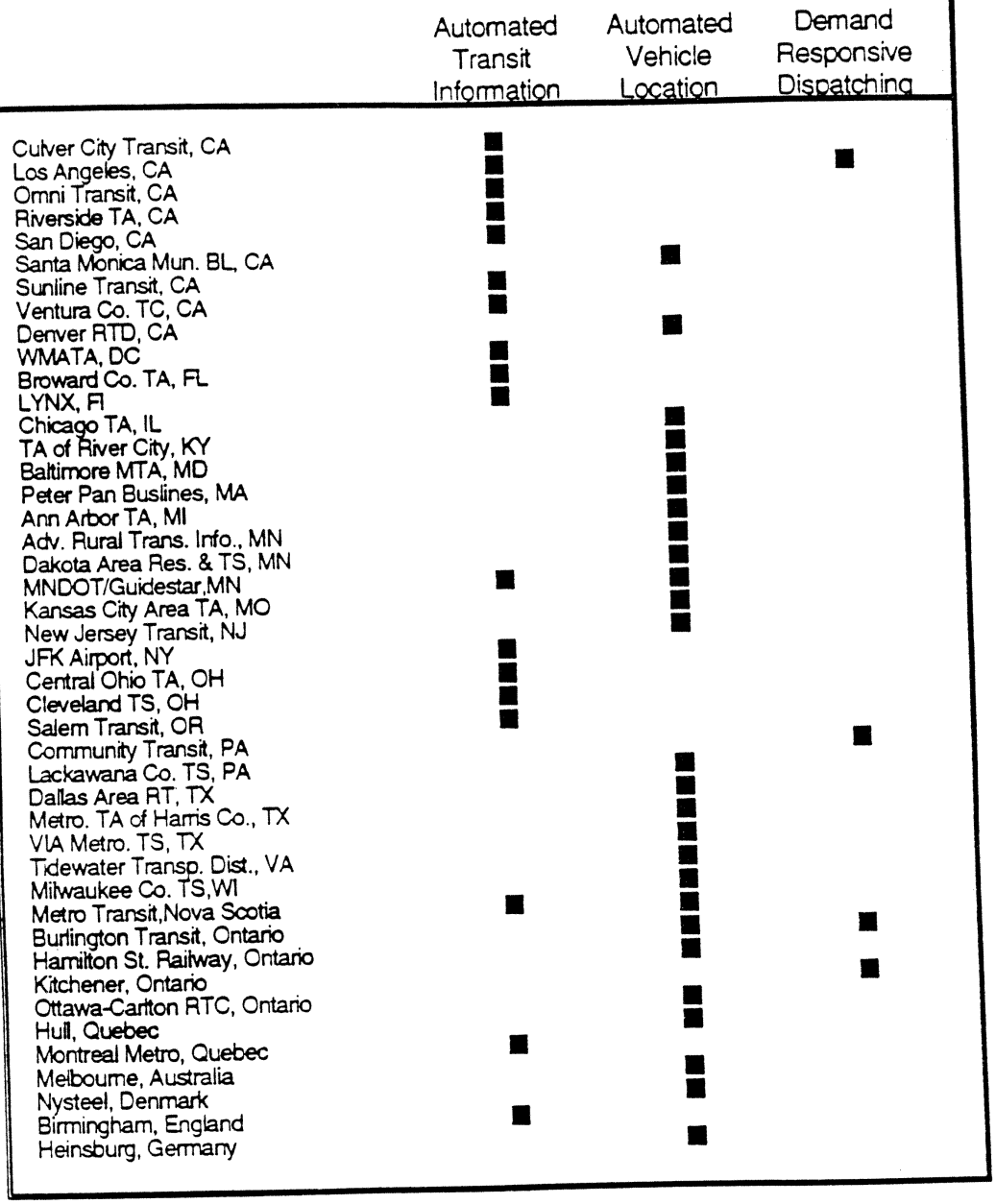
A chart indicating transit systems around North America that are implementing one or more of these advanced technologies is presented as Table 5. It is important to note that, to date, there has not been a full implementation of all three technologies in an integrated fashion. One of the most comprehensive applications of advanced technologies is in place in Friedrichshafen, Germany, along the shore of Lake Constance. This system, entitled the Flexible Operations Command and Control (or FOCCS) system, includes the following:

- Automatic Vehicle Location (based on a signpost system)
- Real-time dispatching
- Real-time passenger information at major transit stops

Passenger requests are made via telephone; early use of touch-pads at bus stops was deemed too expensive (as German telephone regulations increased the phone costs substantially).

This system serves approximately 100,000 residents in an area of 110 square miles, using up to 40 vehicles, and carrying an average of 5,000 passenger-trips per day. The FOCCS system replaced a traditional fixed-route system, resulting in a 16 percent increase in ridership and only a two percent increase in operating costs. A similar system is currently under study for a low-density suburban area of Portland.

TABLE 5: Existing Applications of APTS Technologies



CHAPTER 4
Short-Term CTS Plan

Plans for the CTS system have been developed for two planning horizons: a short-term plan which is implementable and achievable within three years, and a long-term plan. The short-term plan, presented in this chapter, is designed to be "financially constrained" -- achievable within existing or reasonably realizable financial resources. The following chapter presents a more general discussion of the direction in which the CTS program could head the South Shore's transportation system, and the additional steps that would be required.

Operating Plan

Before presenting the proposed plan, it is important to discuss a number of principals that were used to form the plan:

- **Free service for visitors is essential** -- One of the goals of this plan is to effect an increase in transit ridership in the South Shore area, with a corresponding decrease in auto usage. Requiring a fare for passengers currently riding for free on the casino shuttles (which comprise the majority of current transit passengers in the South Shore area) as part of a new service would substantially reduce the potential ridership. (Experience in other areas indicates that a third to a half of this existing ridership could disappear, depending upon the fare required). Thus, a fare would represent a significant negative impact of conversion to the new system; even a system of "up-front" fare payment with repayment to the visitor passenger by the casino would create a substantial "hassle" factor that would reduce ridership. Maintenance of a fare-free system is therefore critical.

- **The need to transfer between vehicles should be minimized.** Surveys of actual and potential transit passengers consistently identify the need to transfer between vehicles as one of the strongest deterrents to transit use. Even when direct transfers between vehicles can be scheduled, the need to transfer introduces uncertainty regarding a passenger's ability to successfully reach their destination. Therefore, transfers in the system should be minimized as much as efficiently possible.

- **There are strong "returns-to-scale" associated with a larger system.** The greater the number of vehicles operated by a DRD system, the quicker the response time that can be provided to a trip request. As this response time drops, moreover, the attractiveness of the service -- and the ridership -- increases substantially. There are also fixed operating and capital costs (such as the dispatch computer and communications equipment) that are less on a per-vehicle basis for a larger system than for a smaller system. For both of these reasons, a single relatively large transit service can more effectively serve the area than can two or more smaller services.

- **Vehicle allocation flexibility is central to the CTS enhanced service concept.** The strength of the system is the ability to group passengers on a single vehicle within a specific area, in order to both reduce response time while increasing the operating efficiency of the service. Therefore, restrictions such as "only customers of my

establishment can board my vehicle" negates the purpose of the system, and should thus be avoided.

Given the service area and ridership patterns in the South Shore area, the most logical CTS application would be a package of automated vehicle location, real-time ridematching and dispatching, and a smart traveler transit information and ride-request system.

Service Area

Optimally, the service area would include the City of South Lake Tahoe, the Lake Tahoe Airport, and portions of Douglas County including Kingsbury Grade, Round Hill, and Zephyr Cove. During the summer months, the service area would also include Camp Richardson.

Operating Plan

Shuttle Services would comprise the bulk of the service, providing service to a series of checkpoints scattered throughout the service area. Many of these checkpoints would be located at lodging facilities, gaming facilities, shopping centers, and other visitor trip generators; others would be located at centralized points in residential neighborhoods. A preliminary identification of checkpoint locations indicates that on the order of 75 individual checkpoints would be sufficient to cover the service area.

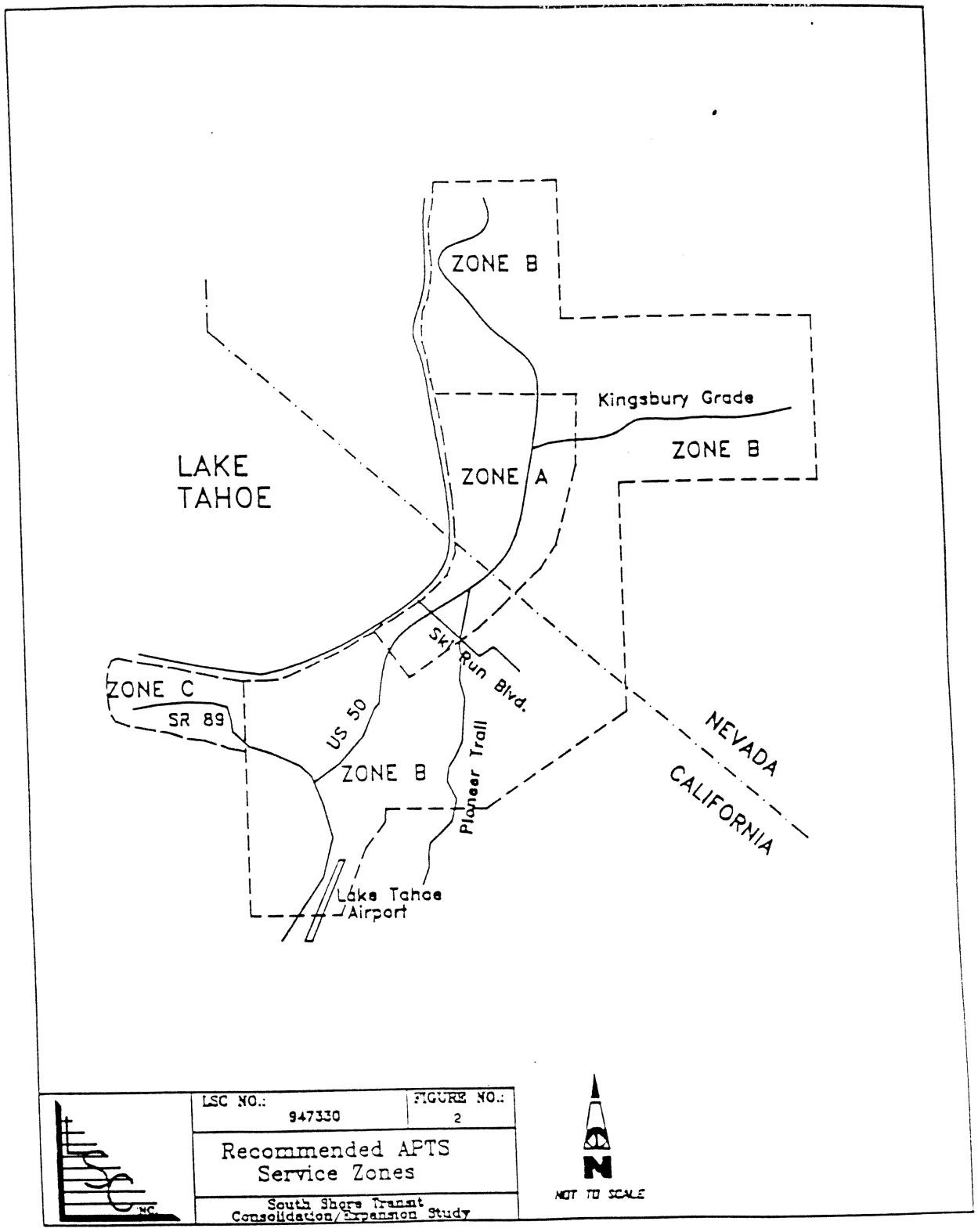
A reasonable goal for service responsiveness is presented in Table 6 and Figure 2. As indicated, service standards would vary depending upon the "zone" within which a particular checkpoint is located. Within the area bounded roughly by Rufus Allen Boulevard on the west, Spruce

TABLE 6: Recommended APTS Maximum Response Time

Zone	Time Period 9:00AM-9:00PM	9:00PM-1:00AM	1:00AM-9:00AM
A	5 Minutes	10 Minutes	20 Minutes
B	10 Minutes	20 Minutes	Express Only
C(*)	10 Minutes	--	--

* Served during the summer only

Avenue on the south and Kahle Drive on the northeast, service would optimally be guaranteed within five minutes of a request between 9:00 AM and 9:00 PM. This maximum response time


ZONE B
Kingsbury Grade
ZONE B
LAKE
TAHOE
ZONE A
Ski Run Blvd.
ZONE C
SR 89
US 50
ZONE B
Pioneer Trail
NEVADA
CALIFORNIA
Lake Tahoe
Airport
LSC NO.: 947330
FIGURE NO.: 2
Recommended APTS
Service Zones
South Shore Transit
Consolidation/Expansion Study
NOT TO SCALE

would increase for other portions of the day and for the outlying portions of the study area.

These shuttles would not be confined to a relatively small service area. While they might collect passengers in a limited area, they would be dispatched to both "feed" the Express Service, as well as to provide direct cross-town service, depending upon passenger demands. If only a few passengers at any one time are destined from the collection area to a specific destination, they would probably be transferred to an Express Bus on U.S. Highway 50. On the other hand, if a relatively large number of passengers are travelling to a common destination, the van would be dispatched to provide direct service, while another, empty, van would be dispatched to take its place.

An example might clarify the way in which dynamic, real-time dispatching of these shuttle could work in practice. Within a 10-minute period, ten passengers might be picked up in the Bijou area: three destined for the Wye area and seven for the Stateline area. The computerized dispatch center would:

- Instruct the shuttle driver to travel to a transfer point at U.S. Highway 50 and Johnson Boulevard to transfer the Wye-bound passenger to an Express Bus, and then travel eastbound on U.S. Highway 50 to the Stateline area, picking up two additional passengers at a motel along the way.

- Instruct the Express Service driver travelling eastbound on U.S. Highway 50 at Ski Run to expect passengers at the Johnson Boulevard transfer point.

- Instruct a shuttle driver that just disembarked all passengers at the Heavenly base area to travel into the Bijou area to begin picking up the next set of passengers.

Ride requests would be received from a variety of sources:

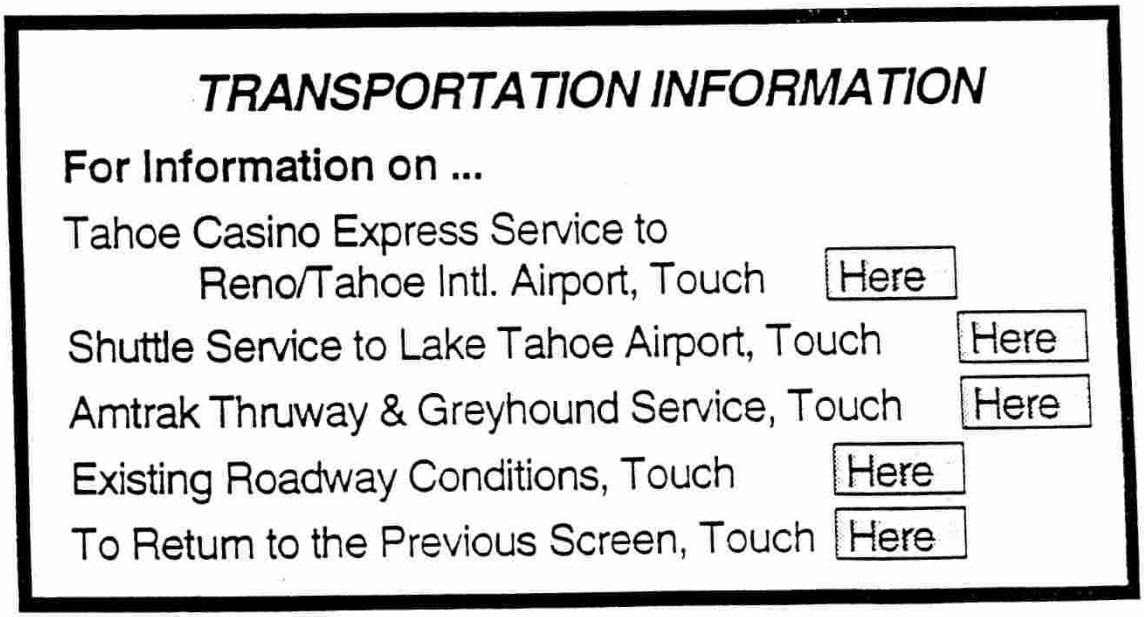
- **Video Display Terminals** with touchscreens would be installed at visitor attractions, at lodging facilities, and at the intermodal centers. For security purposes, these terminals would be available only at staffed locations. Using the Automatic Transit Information technology, these screens could be continually updated to present the number of minutes a passenger would be required to wait for service to each destination area. An example of the initial screen is presented as Figure 3.

  As indicated, a ride request would be initiated by simply touching the screen (a second "confirmation" screen would next be provided to reduce the number of accidental or spurious requests). In addition, this screen would also provide an opportunity for the passenger to request a wheelchair-accessible vehicle. In addition, it would be a simple process to also incorporate other transportation information into these terminals. As shown in Figure 4, a second screen could lead users to information regarding transit service to local airports, roadway conditions, or intercity transportation services. Through a series of screens, users could make reservations for airport shuttle services.

- **Phone Requests** could also be made for service. This method would be the most common way for area residents to access the service. A voicemail system would prompt

FIGURE 3

FIGURE 4



callers to identify their desired origin checkpoint and destination checkpoint, desired travel time, and the need for a wheelchair-accessible vehicle. Callers would be given the option of speaking with a human operator, as well as an option regarding the language to be used. Phones could also be installed at the checkpoints, directly wired to the dispatch center. Callers using these phones would be required to simply identify their desired destination and any need for a wheelchair-accessible vehicle.

- **Standing service requests** could be made via phone or mail for service between stops on a regularly scheduled basis. Local passengers would be encouraged to use this service, as it simplifies the vehicle dispatching process.

- Finally, the **Express Service Stops** along U.S. Highway 50 would be served on a fixed schedule basis. No advanced request would be required for service between these stops.

The **Express Service** would consist of buses operating along U.S. Highway 50 between Stateline and the Wye. These buses (which would largely come from the existing STAGE fleet) would serve only limited stops, such as the following:

- Park Avenue Intermodal Center
- Ski Run Boulevard
- Reagan Beach/State Recreation Area
- Al Tahoe Boulevard
- Sierra Boulevard
- Tahoe Keys Boulevard
- Wye Intermodal Center

Because only limited stops are served, the running time of these express buses could be substantially shorter than the existing STAGE routes. At these major stops, timed transfers would be made between the Express Buses and the Shuttles. The shuttles would also serve other intermediate stops along U.S. Highway 50. These buses could also provide extended service beyond this corridor, such as direct service to the Lake Tahoe Airport or to Round Hill.

It is important to consider that this operating plan can **only** be successful with the provision of AVL technology. This need is due to traffic congestion on U.S. Highway 50, which introduces a high degree of variability with regard to transit travel time on the highway. In turn, this variability makes it impossible to design a "traditional" system that provides convenient transfers. This fact is why the STAGE management has historically designed the system to minimize the need to transfer.

Ridership Impact

The ridership impact that would be generated by this plan is difficult to quantify, as this type of comprehensive system has not been fully implemented elsewhere. There are a number of indicators that can be reviewed:

- The ridership increase observed in the German application of a relatively primitive version of advanced transit technologies was approximately 16 percent.

- Visitors in the South Shore area are interested in using new forms of public transportation, as evidenced by the success of the Nifty Fifty Trolley service last summer.

- By itself, real-time transit information services have been reported to increase transit ridership on the order of five to ten percent.

- The CTS system would expand service into areas currently unserved, including portions of Douglas County and the Tahoe Keys area. Analysis conducted as part of the Tahoe Basin Short Range Transit Plan indicates that service in these areas would generate on the order of 150 passenger-trips over a peak day, or 55,000 passenger-trips annually.

- Currently, both public and private transit service plans are focused on serving the Stateline area. Service to other areas (such as the Wye, Heavenly base area, or Camp Richardson) thus often requires lengthy transfers between routes. The CTS system would greatly improve the convenience of service to these outlying destinations, with a corresponding increase in potential ridership.

- The provision of this service will greatly reduce the overall time required for transit service in South Lake Tahoe. Currently, the hourly headways on the STAGE routes means that passengers arrive at their destination, on average, 30 minutes prior to their desired destination time. Combined with an average in-vehicle travel time on the order of 20 minutes, total effective travel time is approximately 50 minutes. By ensuring a pick-up (and delivery) within 10 minutes of desired time, the CTS service (assuming that actual travel time is not impacted) will provide an effective travel time of 30 minutes, or 40 percent less. Considering only the impact of reduced effective travel time on ridership, standard "elasticity analysis" would indicate that a ridership increase on the order of 20 percent could be expected.

- As discussed below, fares for existing STAGE passengers would be reduced under this program on the order of 40 percent. Fare elasticity analysis would indicate that this level of fare reduction would result in an additional increase in ridership on the order of 25 percent.

- Aggressive transit marketing programs for traditional transit services in similar areas typically yield an increase in ridership on the order of 12 percent. While it is reasonable to conclude that the higher quality of service provided by a CTS program would yield a relatively high marketing effectiveness, this figure is applied to remain conservative.

- Other, similar, resort areas achieve a much greater level of visitor transit ridership than currently found in South Lake Tahoe. Vail, Colorado's high-frequency public transit system carries approximately 2,500,000 visitor passenger-trips per year. While total skier-days are roughly 45 percent greater than South Lake Tahoe's, overall annual visitor-days are substantially less.

In light of these various factors, a conservative estimate is that overall total ridership would be increased by at least ninety percent by the provision of a full CTS transit program, as shown in Table 7. This increase corresponds to an additional transit ridership (over and above current

TABLE 7: Ridership Impact of CTS System

	Existing Ridership	Impact of Ridership Factors: APTS System	Service To New Areas	Improved Travel Time	Fare Reduction	Increased Marketing	TOTAL	Increase	TOTAL
Casinos/Lodging	557,000	40%	0%	30%	0%	12%	82%	457,000	1,014,000
Ski Areas	261,000	20%	0%	20%	0%	12%	52%	136,000	397,000
Dixie	67,000	20%	0%	30%	0%	12%	62%	42,000	109,000
Public General	587,000	30%	10%	40%	25%	12%	117%	687,000	1,274,000
Public Specialized	2,000	0%	0%	0%	0%	0%	0%	0	2,000
TOTAL	1,474,000						90%	1,322,000	2,796,000

STAGE and private shuttle ridership levels) of approximately 4,700 one-way passenger-trips over a peak day (for a total of 9,950 passenger-trips), or roughly 1,322,000 passenger-trips annually.

Vehicles

To be effective, and to provide convenient transfer opportunities, the Express Service should be operated on 10-minute headways. During peak congestion periods, this will require five vehicles, plus an additional back-up vehicle.

Identifying the necessary number of shuttle vehicles is more difficult, as this number depends upon the ridership generated by the improved service. As discussed above, a reasonable estimate of peak daily ridership is on the order of 8,000 total passenger-trips. This estimate can be translated into vehicle needs by considering both the peak hourly ridership, as well as the service effectiveness of the shuttle service. Assuming that 30 percent of total ridership is on the Express Service, and that eight percent of total daily ridership occurs over the peak hour, approximately 560 passenger-trips would have to be accommodated on the shuttle services in an hour. In light of the relatively short travel distances in the Stateline area (where many of the trips would occur), as well as the service efficiency benefits of the computerized dispatching, up to approximately 20 passenger-trips per hour can be accommodated on each vehicle while still providing the maximum response times presented in Table 6. Dividing total passenger trips by this number yields an estimate of peak vehicle needs of approximately 38. It is also necessary to provide roughly an additional 15 percent -- or 5 vehicles -- as spares for breakdowns and scheduled maintenance, yielding a total shuttle fleet need of 43 vehicles.

Vehicles would be provided from a number of sources, including the existing STAGE, Heavenly, casino, and lodging van fleets. A review of existing services and fleets indicates that approximately 28 existing vehicles could be incorporated into the CTS fleet, leaving the need to obtain an addition 15 vehicles.

All vehicles in the program should be painted in an identical color scheme, prominently displaying the name of the service. These vehicles, however, could also prominently display the organization providing the vehicle, be it a casino, ski area, cruise boat, or a public agency such as the City of South Lake Tahoe or the Tahoe Transportation District. This additional signage, however, would require modification of TRPA's regulations regarding off-premises signage.

Fares

A discussion of potential fare options for the CTS system is presented as Appendix A. Three options were analyzed: imposing a fare but providing an extensive system of free-ride coupons for visitors, providing a totally free-fare system, and providing a free-fare zone in the Stateline/Ski Run area within which all service would be provided at no fare. In the short-term, the first of these options was found to be the most effective financially feasible option. Realistically the CTS system will require at least a substantial portion of the $714,000 in annual passenger revenues currently collected by STAGE. In light of the need to provide visitors with service at no direct cost, therefore, it is necessary to impose a fare accompanied with a mechanism to allow visitors to ride for free.

A base fare of $1.00 per one-way ride would be required for shuttle service. A reduced fare of $0.50 should be provided on the Express Service, to encourage passengers to use this more cost-efficient service. Elderly (age 65 and above) and disabled would pay half-fare, and children under age 5 accompanied by an adult would ride for free.

Visitors should be provided with coupons for two free one-way rides per person per day, distributed through the front desks of lodging facilities. These coupons would only be provided to registered guests of these lodges. A number of steps could be taken to minimize mis-use of these coupons:

- All coupons would be stamped with the date of issuance, and would be valid only for that day (or prior to 4:00 AM on the following day).
- All coupons would be numbered, and strict accounting of coupon distribution and use would be tracked. Pass distribution would be compared with lodging visitation records to identify unusual patterns of coupon use.
- Similarly, the patterns of coupon use on the vehicles would be tracked to identify potential mis-use. For instance, early morning coupon use in residential areas might indicate that employees are being provided with coupons.

This system, though somewhat onerous to lodging management, avoids the "up-front" payment of fares by visitors, and also minimizes the potential for fraud that would accompany any repayment of visitor fares at the casinos and other visitor destinations.

Capital Cost of the Program

The CTS enhanced service concept would require the following major components:

- Automated Vehicle Location
- Real-Time Ridematching/Dispatching
- Smart Traveler Information System

The current costs of these systems vary according to the application and size of the fleet. Cost estimates for these components as applied in the South Lake Tahoe area are presented in Table

8. Several publications from the Federal Transit Administration present advances in APTS technology and costs. The costs are general, based on an examination of current activity across the nation and on current cost trends.

Based on these in-vehicle and central station cost guidelines, the cost of an CTS enhanced system for the area, including equipping all buses and the paratransit vehicles, additional vehicles, and system implementation is on the order of $2,236,000, as shown in Table 8. These are capital costs; additional operating costs are discussed below.

Operating Cost Impacts

The Express Service costs per hour of service would be roughly equivalent to the current STAGE costs. Multiplying this rate of $44.30 by the number of hours indicates an operating cost of $1,196,000 annually. Similarly, shuttle operating costs can be calculated, based upon an average per hour cost among the existing demand response services of $22.00 per hour, to be approximately $2,464,000 per year. In total, therefore, operating costs (which include administration and other overhead costs) would equal on the order of $3,660,000.

An analysis of potential farebox revenues (assuming that no fares are collected from visitors) indicates that fares could generate on the order of $810,000 annually. Subtracting this figure from operating costs indicates a total subsidy requirement of approximately $2,850,000.

Financing Plan

Resources potentially available for the CTS system include the following:

- **Private Sector Funding** -- A critical element in developing the CTS system will be the financial participation of private organizations, through a re-allocation of resources currently used for privately operated transportation systems. Table 4, in Chapter 2, presents a rough estimate of the existing funding that could be available to a new system. As indicated, not all private funding would be available for the new service; some dollars would be retained by private organizations to meet specific transportation needs of their clients and customers. Examples of these specific needs would include group trips to specific destinations and trips associated with real estate sales.

  In addition, the Sierra-at-Tahoe skier services would not be provided as part of the CTS system, as Sierra-at-Tahoe lies outside of the proposed CTS service area. Service to Sierra-at-Tahoe, however, could potentially be operated by the CTS service provider, or coordinated with the CTS system to collect passengers for the "line-haul" to the ski area.

  Including funds currently spent both for capital and operating purposes, roughly $1,400,000 per year could be available for the CTS system. The actual level of funding realized will be dependent upon private interest in the system and the result of negotiations with the various interests.

  To assess the availability of existing rolling stock for the CTS system, it is necessary to review details regarding this existing fleet. As presented in Table 2, a large portion of

TABLE 8: Estimated CTS Capital Costs

VEHICLE HARDWARE AND SOFTWARE		
In-vehicle computer and application software	$2,000	
GPS receiver unit and antenna	$800	
RF modem (depending upon type of radio system)	$900	
Installation	300	
Total Per Vehicle Cost	$4,000	
x Number of Vehicles	49	
Total Vehicle APTS Costs	$196,000	
CHECKPOINT HARDWARE		
Video Terminal/Touchscreens	$3,000	each
x Number of Video Checkpoints	25	
	$75,000	
Direct phone connection with LED display	$1,000	
x Number of Phone Checkpoints	50	
	$50,000	
Total Checkpoint Cost	$125,000	
OPERATIONS CENTER HARDWARE AND SOFTWARE		
Communications software and hardware	$10,000	
Database Reporting Software	$5,000	
AVL Software	$10,000	
Scheduling/Dispatching Software	$30,000	
Additional Computer Hardware	$10,000	
Total Operations Center APTS Costs	$65,000	
TOTAL HARDWARE/SOFTWARE COSTS	$386,000	
Provision of Additional Shuttle Vehicles	$100,000	each
x Number of Additional Vehicles Required(1)	15	
	$1,500,000	
Shelters/Benches/Signs	$100,000	
System Design/Intregration	$250,000	
TOTAL CAPITAL COSTS	$2,236,000	

NOTE 1: Assuming that all Express Buses and 15 shuttle vehicles can be provided from existing fleets.

the existing fleet (36 out of a total of 70 vehicles) consist of vans or larger "body on chassis" vehicles with seating capacities between 7 and 25 passengers. Of the remainder, 22 are school-bus-type vehicles with relatively poor passenger amenities, nine are public buses, and detailed data is not available on the remaining three (but they can be assumed to be vans or body on chassis vehicles). Discussions with the various transit providers indicates the following availability, depending upon the final configuration of the CTS system:

- Of the total 30 private vans, approximately six would be retained by various organizations for specialized service, yielding up to 24 that could be used for CTS service.

- Of the six public vans, the OARC and Senior Center vans are assumed to remain outside of the CTS system, yielding four available. Total vans available would thus equal 28.

- The school-bus-type equipment operated by Heavenly is assumed to be potentially part of the CTS fleet, but not that of Sierra-at-Tahoe;

- All public vehicles are assumed to be potentially part of the CTS fleet.

- **Federal Transit Administration "Section 18" Funding** -- Federal transit funding for rural areas, such as the Tahoe Basin, is provided through the "Section 18" program for non-urbanized areas. A 20 percent local match is required for capital programs and a 50 percent match for operating expenditures. These funds, administered by Caltrans, are segmented into "apportioned" and "discretionary" programs. The bulk of the funds is apportioned directly to rural counties based upon population levels. The remaining funds are distributed by Caltrans on a discretionary basis, and are typically used for capital purposes.

  Only a small amount of Section 18 funding is currently being used in the Tahoe area. Presently, Nevada-administered Section 18 funds are used to support the Tahoe Transit District's staff person. In previous years, these funds have gone towards operating subsidy assistance. The City of South Lake Tahoe has explicitly decided to avoid the use of Section 18 funds, due to the many compliance requirements that accompany this funding. The TRPA Regional Transportation Plan identified annual Section 18 funding levels at $60,000.

- **Federal Transit Administration "Section 3" Funding** -- Another FTA program consists of the Section 3 Discretionary Capital Grants and Loans. The bulk of this funding is allocated to fixed guideway systems such as major urban rail systems. Approximately ten percent, however, is set aside for rehabilitation or replacement of buses and equipment, and the construction of bus transit facilities. Compared to other areas of similar population, the Tahoe Basin has been very successful in generating Section 3 funding. These funds were recently used to purchase three new vehicles for the STAGE system. A Section 3 grant totalling $2,100,000 will also be used to construct the planned TART maintenance facility.

- **State Transit Assistance (STA) Funds** -- In addition to LTF funding, the TDA includes a State Transit Assistance (STA) funding mechanism. The sales tax on gasoline is used to reimburse the state coffers for the impacts of the 1/4 cent sales tax used for LTF. Any remaining funds (or "spillover") is available to the counties for local transportation purposes. Statewide STA funds have varied dramatically over recent years. Several years ago, funds were very low (due to the state's budget problems). In recent years, however, STA funding has returned to relatively high levels. Fiscal Year 1992-93 STA funding allocations for the TRPA area equalled $68,056. The Regional Transportation Plan/Air Quality Plan identifies annual STA funding levels of $45,000 per year for El Dorado County and the City of South Lake Tahoe. In recent years, STA funding has been used to offset STAGE budget deficits.

- **Transit Capital Improvement Funds** -- The State of California administers a Transit Capital Improvement fund. These funds are typically used for intermodal centers and vehicles, as well as planning studies, environmental assessments, and preliminary engineering. Each county is granted at least a minimum funding level, dependent upon population. In the Tahoe area, the El Dorado County minimum for 1993-1994 was $120,758

- **NDOT Capital Matching Funds** -- The Nevada Department of Transportation manages a funding program that provides local "match" money to jurisdictions to qualify for federal funding. Based upon the permanent population of the Nevada portions of the basin, in comparison with funds available to larger urban areas in the state, the Tahoe Basin could expect from $10,000 to $20,000 in NDOT funding.

- **Transportation Development Act Funding** -- A mainstay of funding for transit programs in California is provided by the Transportation Development Act (TDA). The major portion of TDA funds are provided through the Local Transportation Fund (LTF). These funds are generated by a 1/4 cent statewide sales tax, returned to the county of origin. The returned funds must be spent for the following purposes:

  - Two percent must be provided for bicycle facilities (barring certain findings);
  - The remaining funds must be spent for transit and paratransit purposes, unless a finding is made by the Transportation Commission, that no unmet transit needs exist that can be reasonably met.
  - If a finding of no unmet needs reasonable to meet is made, remaining funds can be spent on roadway construction and maintenance purposes.

  LTF funds are apportioned to incorporated jurisdictions on the basis of population. The Regional Transportation Plan identifies annual LTF funding levels as follows:

City of South Lake Tahoe	$375,000
El Dorado County	$150,000
TOTAL	$525,000

Actual Fiscal Year 1993-94 total basin-wide revenues were as follows:

Bus Plus (El Dorado County)	$139,019
STAGE (City of SLT and El Dorado County)	$395,050
TOTAL	$434,069

- **Rental Car Mitigation Fees** -- A rental car mitigation fee of $4.00 per day is collected on a quarterly basis beginning in January of 1994 on rental cars rented to visitors within the Tahoe Basin. A minimum of $80,000 per year is expected from this source. These funds are collected by TRPA, and must be used for projects providing air quality benefits. High on this list are transit-related projects, including both capital purchases, as well as operating costs. These funds are currently being considered for the Lake Lapper service.

- **Traffic/Air Quality Mitigation Funding** -- Development projects resulting in an increase of daily vehicle-trips, within the Tahoe Basin, are required by Chapter 93 of the TRPA Code of Ordinances to pay a traffic/air quality mitigation fee equivalent to $20 per vehicle-trip. Annual revenues received from this source are on the order of $1,250,000. These funds can be used for all forms of transit capital programs, but are unavailable for operating subsidy. Funds must be spent in the county or city of origin.

- **Lake Tahoe Airport Mitigation Fees** -- The TRPA also receives mitigation funds from the Lake Tahoe Airport. The Regional Transportation Plan identifies $45,000 annually in these fees.

- **Douglas County Transient Occupancy Tax** -- In 1995, Douglas County will begin collecting an additional one percent transient occupancy tax, which will generate up to approximately $500,000 per year. A portion of these funds would be available for the support of transit services in Douglas County.

- **Developer Exactions** -- Finally, proponents of various development and redevelopment projects on the South Shore could potentially fund a portion of the CTS program. This source is particularly appropriate for capital funding, as a means of mitigating the traffic and air quality impacts of the various projects. The specific level of this support is a function of the necessary project mitigation.

A recommended funding plan for the CTS program under the three alternatives is presented as Table 9. Many of the figures used in this table are based upon the discussion presented above, as well as the Tahoe Basin Short Range Transit Plan (Leigh, Scott & Cleary, Inc., 1994). As shown, a comparison of capital requirements and potential funding indicates that capital costs can be met within available resources (assuming the receipt of a Section 3 grant). The greater issue is that of operating costs: as indicated, assuming realistic maximum funding through existing resources yields a shortfall in annual operating funding of roughly $497,800. Realistically, this shortfall could be addressed through one or more of a number of options:

- Increased public subsidy from the California portion of the service area (to complement the Tahoe Douglas Transportation District TOT-based funding on the Nevada side).

TABLE 9: Short-Term Funding Plan
(In 1995 Dollars)

	Annual Funds
Operating Costs	
Total Subsidy Required	$2,850,000
Funding Sources	
Transportation Devt Act	$544,700
State Transit Assistance	$70,700
Rental Car Mitigation Fees	$62,000
AB 2766 Air Pollution Fees	$10,400
Airport Mitigation Fees	$23,400
- Total Existing Public Sources	$711,200
Tahoe Douglas Trans. District	$300,000
Advertising	$40,000
Private Funding	$1,301,000
Available Funding	$2,352,200
New Funding Sources(1)	$497,800
Capital Costs	
Total Funding Required	$2,236,000
Funding Sources	
FTA "Section 3" Funding	$1,005,000
Tahoe Douglas Trans. District	$100,000
Traffic/Air Quality Mitigation Fees	$400,000
Transit Capital Improvement Funds	$75,000
NDOT Capital Matching Funds	$20,000
Developer Contributions(2)	$636,000
	$2,236,000

NOTE 1: To be developed from private sources and from California public sources.
NOTE 2: Equivalent to estimated vehicle, checkpoint, and operations center hardware/software costs, plus system design/integration costs.

- Ongoing operating subsidy funding from developers and/or private organizations.

The Consultant believes that this existing shortfall can, over the coming three years, be addressed. As this short-term system can be implemented in stages (as discussed in Chapter 6), it is feasible to begin implementation of this program based upon existing funding, while working towards the expanded funding needed to assure full actuation of the short-term CTS plan.

Impact on Vehicle-Miles of Travel

The forecast ridership increases associated with the CTS service can be used to provide a rough estimate of the Vehicle-Miles of Travel savings that would accrue. Assuming an average vehicle occupancy of 1.68 persons per vehicle (per the TRPA Minutp Transportation Model) and an average trip length of 3.0 miles, the additional 4,000 transit passenger-trips would correspond to a daily reduction of roughly 7,100 VMT over a peak day. Factoring over the entire year yields an annual VMT reduction of roughly 1,200,000. The additional shuttle services, however, would tend to increase VMT: the net impact will depend in large part on how many existing shuttle trips would be replaced with the new system. A reasonable estimate of this impact is that an additional 400,000 VMT would be added by shuttle service, yielding a net VMT benefit on the order of 800,000 annually.

CHAPTER 5
Long-Term CTS Plan

The discussion presented in the previous chapter is "capacity constrained" -- the level of transit service provided through the CTS system was limited to that which could be funded from reasonably available public and private funding sources over the near term. This previous discussion is thus limited to the system and ridership achievable over the next several years, without the benefits of a number of "synergies" that may result from a change in service provision as substantial as that outlined above.

Over the long term, however, it is reasonable to expect that those factors that are assumed as "givens" in the short term plan may adjust to take advantage of the benefits provided by the CTS system.

- Intercity public transportation services could well find South Tahoe to be a more lucrative market, in that intercity passengers will become aware that they are not essentially confined to a small portion of the South Shore area.

- New developers, faced with many of the same issues currently facing Heavenly, Park Avenue, etc., may also either be required or find it advantageous to contribute further to the growth in the CTS system. This can be expected to result in significant and sustained growth in the overall CTS service.

- As the benefits of the CTS system become apparent to local voters, the potential for passage of any future funding elections would be increased.

- Lodge owners and others may find it in their best business interest to purchase and install a video transit kiosk in their place of business, simply as a means of attracting ridership on the CTS system.

- The short-term plan does not include any potential ridership benefits generated by marketing efforts. In reality, the benefits of the system will allow it to be a strong marketing element for the area, such as that provided by the convenient shuttle services in Vail.

- As mentioned in Chapter 3, the CTS technology allows the easy provision of technologies that provide travel time savings to transit vehicles (such as through signal pre-emption). This would in turn provide a very strong incentive for transit ridership during the frequent congested traffic periods.

What is the upper limit on potential ridership? A number of other areas provide some insight:

- The very frequent and largely free transit system in the Aspen area generated a "mode split" over recent years of approximately 30 percent of all travel in peak periods. These figures represent ridership prior to the recent initiation of paid parking, which will increase this mode split even further.

- Similarly, winter transit ridership into the Vail, Colorado central village area represents on the order of 25 percent of total passenger-trips.

Perhaps the best quantitative comparison data is available for ski areas. Table 10 presents a comparison of transit ridership versus the average number of skier-days at a range of comparable winter resort areas around the western United States. Of particular importance is the ratio of ridership to total skier visits. As indicated, the South Shore area as a whole currently generates on the order of 0.77 transit passenger-trips per skier-day. In comparison, the other areas range up to 2.13, for the Vail system. This figure indicates that winter visitors, when provided with a frequent and convenient transit service (and one that is largely free), will choose to use the service. As a point of comparison, if the South Shore were to be able, through the CTS program, to reach this 2.13 ratio, total winter ridership would be increased by over an additional 1,200,000 transit passenger-trips per winter.

TABLE 10: Comparison of Winter Ridership per Skier-Day

Area	Annual Winter Transit Psgrs	Annual Skier-Days	Trips per Skier-Day
Aspen	1,847,000	1,582,000	1.17
Crested Butte	536,000	431,000	1.24
Park City	890,000	700,000	1.27
Steamboat Springs	585,000	1,030,000	0.57
Telluride	119,000	226,000	0.53
Vail	3,198,000	1,500,000	2.13
South Tahoe	825,000	1,070,000	0.77

Source: Leigh, Scott & Cleary, Inc., and individual ski area records.

These figures, moreover, do not consider the additional visitor activity generated by either the gaming industry year-round, or by other forms of recreation in other seasons. Unfortunately, there is little quantitative data on ridership generation in other areas among visitors coming to an area for these other purposes. The high ridership generation of such services such as last summer's "Nifty Fifty Trolley," however, point to a high ultimate ridership potential among these visitor groups.

The CTS system design will provide the framework for virtually unlimited growth in transit service. As new funding sources allow the operation of additional vehicles, the "density" of service will increase. As a result, the average response time to a specific trip request will be reduced. In turn, this improvement in service will generate an additional increase in ridership. While traditional transit services do not benefit from this positive effect, the fact that the CTS service will improve in efficiency and effectiveness with increased ridership is a strong attribute of the service plan.

Based upon the discussion above, a maximum potential "mode split" for the South Shore area of 20 percent of all person-trips is feasible. As shown in Table 11, attaining this mode split would result in a total ridership of the CTS system of approximately 8,200,000 passenger-trips per year, or 29,200 over a peak day. This ridership level would require resources substantially greater than those currently available for transit services, including a total transit fleet on the order of 110 vehicles as well as the implementation of substantial local dedicated public funding.

TABLE 11: CTS Long-Term Ridership Potential

Total Daily Traffic on a Peak Summer Day: US 50 E of Park Avenue	64,200
Average Vehicle Occupancy	1.82 persons
Estimated Total Person-Trips	116,800
Existing Estimated Peak Day Transit Trips	4,200
Existing Estimated Mode Split	3.6%
Estimated Mode Split with Short-Term CTS	6.8%
Maximum Potential Mode Split	20.0%
Annual Ridership	8,198,500
Peak-day Ridership	29,200
Peak-Day Increase	23,950
Long-Term Diverted Trip Length	3.5 miles
Peak-Day VMT Impact	52,600 miles

With the growth of ridership, the average trip length would be expected to increase. Assuming a long-term avoided trip length of 3.5 miles and an average avoided occupancy ratio of 1.82, the peak-day VMT impact of the CTS system would be on the order of 52,600. Over the year, this benefit would be on the order of 15,000,000 VMT, considering both the elimination of existing private vehicular travel and the increase in VMT generated by the CTS vehicles. These figures, moreover, do not include the additional reduction in VMT that would accompany the parallel increase in intercity public transportation services.

Coordination With Other Long-term Plans

The long-term growth in the CTS service will also benefit a number of other transportation programs currently under development:

- The provision of **fixed-guideway transit service** in the South Shore area, be it on the ground or aerial, will require substantial "feeder service" to be effective. The CTS system could very easily be modified to serve a fixed-guideway, eliminating the need for the Express Service. The development of the CTS program in the short term, moreover, will help to increase transit ridership levels towards those necessary to justify larger capital expenditures.

- Similarly, any **waterborne service** will need an extensive feeder service to allow ferry passengers to travel between the dock and their trip origin/destination.

- The provision of an effective local transit service is also a key element in the **improvement in inter-city public transportation.** This is reflected in the fact that the CTS system is similar to the program of local shuttles and "station cars" called for in the Tahoe Pacific Railway proposal. In the short term, the ease of local access provided by the CTS system would strengthen the demand for existing services such as the Tahoe Casino Express.

- Finally, the improved public transit services provided by CTS would greatly increase the ease of implementation of any **parking management strategies** for the South Shore area, by providing a convenient alternative to the automobile. As such, CTS can help to assure that <u>total</u> mobility levels in the South Shore area are maintained in the face of any parking disincentives.

In summary, the CTS program would be a key element in **all** of the long-term transportation planning efforts currently underway with regards to the South Shore.

CHAPTER 6
Conclusions and Implementation Plan

Conclusions

The application of advanced public transportation systems technologies to the South Lake Tahoe area has a high potential to dramatically increase the effectiveness of transit services, particularly with regards to visitor ridership. The South Shore area has the "density" of travel demand necessary to make a coordinated real-time demand response system "work."

Substantial capital and ongoing operating costs are incurred by a comprehensive CTS system, which must be given careful consideration. These costs must be weighed against the substantial advantages that such a system could provide for the South Shore area, including:

- **The provision of an appealing, dramatic visitor amenity could be used to attract additional visitation to the area.** No such "secondary" benefit is included in the ridership projections: any growth in visitation could increase CTS service ridership over those levels discussed above.

- **This system would require no construction.** Compared to fixed-guideway or bus lane alternatives, therefore, the environmental review process is negligible. This benefit translates into a much shorter potential implementation schedule. In addition, the extensive public controversy that would accompany condemnation and construction of a fixed guideway is avoided.

- **The information systems developed for the CTS service can be used for other services.** For instance, information on the speed of transit vehicles on various South Shore roadways could easily be used to develop real-time displays of traffic congestion. In addition, the video display/touchpad kiosks could also provide information on area attractions and special events.

Implementation Plan

This CTS implementation plan is developed in consideration of two major factors:

- Some elements of the overall CTS plan, such as service coordination or the Automatic Vehicle Location (AVL) technology are relatively straightforward to implement, while the computerized dispatch will require substantial planning and "integration" to fully implement.

- The public sector services will not be able to develop funding arrangements as readily as the private services; the initial focus of the implementation plan, therefore, is on the coordination of private services.

A total of three implementation "stages" are proposed. A key consideration is that the CTS system could effectively operate at the conclusion of any of the three stages; substantial ridership

and cost effectiveness benefits would be provided through the successful implementation of only the first stage. Suggested implementation step completion dates are indicated in *italics*.

Stage 1 -- Coordination of Private Services and AVL Implementation

The goal of this stage would be to develop a centrally-dispatched and centrally-marketed fleet using existing private vehicles. At the end of this stage, the system would have the following characteristics:

- The CTS system (with a name such as "South Shore Transit") would provide free service for visitors between lodging, gaming and skiing facilities, as well as other tourist destinations such as the Tahoe Queen and the beaches.

- STAGE and Bus Plus services would continue to operate under current contracts, though ATM would be provided with real-time AVL data on vehicle location. In addition, services would be coordinated as needed via phone.

- The CTS system could also include general public service in Douglas County, funded by the Tahoe Douglas Transportation District.

- All dispatching would be completed manually, by human dispatchers watching "real-time" AVL screens. Drivers would receive instructions via an in-vehicle LCD display.

- A number of remaining issues and questions would be resolved, including:

  - The availability of vehicles from various sources. Would private organizations be willing to contribute all existing vehicles, or are some or all needed for charter or special services? Are there any grant requirements on existing STAGE vehicles that would preclude their use in a coordinated system?

  - Capital financing, including the potential for funding through proponents of developments in the South Shore area, as well as the potential for state or federal funding of a test for innovative transit technologies.

A. Secure Resources

1. Provide private funding to the SSTMA to conduct or fund the Stage 1 planning and negotiation processes. *(April, 1995)*

2. Begin negotiations with private transit providers regarding participation in the coordinated CTS system. *(April to June, 1995)*

3. At the same time, discuss with TRPA any incentives that can be provided to private firms in exchange for participation in the CTS system. *(April to June, 1995)*

4. Negotiate with Tahoe Douglas Transportation District for operation of coordinated service into Douglas County. *(April to June, 1995)*

5. Based upon the results of negotiations, identify the total dollars available for capital start-up and operation of the CTS system. *(June, 1995)*

B. Design System

1. Develop and release an RFP for System Integration and AVL implementation in both the public and private fleets. *(July, 1995)*

2. Develop and release an RFP for design and locating the kiosks. *(July, 1995)*

3. Develop and release an RFP for a Marketing Study, that would provide "camera ready" marketing materials and radio/tv spots for the CTS system. *(July, 1995)*

C. Implement Stage 1 Program

Note: This and next several pages have been copied back to front. DJZ 12-3-01

1. Prepare the vehicle fleet: *(April, 1996)*

   a. Transfer titles to the SSTMA.

   b. Paint all vehicles in a common color scheme with the system logo, though exterior signs indicating the organization that donated the vehicle would be allowed.

   c. Install CTS hardware.

2. Develop and release an RFP for service dispatching and operation. This service would have the following characteristics:

   - Existing private service drivers would be given preference in hiring.

   - Dispatching would be conducted by the contracting firm.

   - The issue of the first drop-off location in the Stateline area could be addressed by using a computer to randomly assign specific trips to specific drop-off locations. The probability of a specific casino being chosen could be set relative to the proportion of system funding provided by each.

3. Install AVL and communication equipment in dispatch center *(April, 1996)*

4. Install kiosks. At staffed locations (such as casinos and hotel lobbies) these could be touchscreen televisions, while at other locations they could be dedicated phones linked to a voice-mail system which prompts the passenger to indicate their desired destination and number in party. *(March to April, 1996)*

5. Implement marketing program. *(April, 1996)*

6. Implement service operation. *(April, 1996)*

Service implementation in April, 1996 would allow at least two months of relatively low service demand levels to resolve any problems in the operation of the system before the busy summer season begins.

Stage 2 -- Expansion and Integration of Public Services

The goal of this stage would be to bring the STAGE and Bus Plus systems into the CTS program, thereby providing increased operating efficiency and marketing opportunities. At the end of this stage, all public and private transit services would be operated and marketed as the single CTS system. Dispatching, however, would largely be conducted manually, with computer assistance.

A. Secure Resources

1. Provide private funding to the SSTMA to conduct or fund the Stage 2 planning and negotiation processes. *(Fall, 1995)*

2. Discuss with existing funding sources (such as the City of South Lake Tahoe, El Dorado County, and the State of California) the transfer of funding to the CTS system. *(Fall, 1995)*

3. Apply for a Federal Transit Administration Section 3 grant for additional vehicles and in-vehicle hardware, and additional kiosk hardware. *(Spring, 1996)*

4. Identify and develop any additional local funding sources (either public or private) necessary to adequately fund the expanded system. *(Spring, 1996)*

B. Design System

1. Review operational data for the Stage 1 system to identify "real-world" operating efficiencies and passenger trip patterns. *(Fall, 1996)*

2. Redesign existing STAGE service into the Express Service, by developing new schedules, identifying the number of vans necessary to serve the portions of existing route service areas not adjacent to US 50, and the location of transfer points. *(Fall, 1996)*

3. Identify whether operation of the Express Service should be provided through a separate contract, or through a single system-wide contract. *(Fall, 1996)*

C. Implement Stage 2

1. Purchase additional vans for neighborhood checkpoint service and expansion of overall fleet. (*Winter, 1996/97*)

2. Install additional on-vehicle AVL technology. (*Winter, 1996/97*)

3. Install checkpoint hardware and passenger facilities. (*Spring, 1997*)

4. Implement service modifications *(April, 1997)*

5. Implement real-time passenger information telephone system for the Express Service. *(April, 1997)*

Stage 3 -- Develop Automatic Dispatching Capability

The goal of this final stage would be to fully implement advanced dispatching and passenger information technologies, in order to both maximize the efficiency of the service while increasing the attractiveness of the service to additional riders. At the conclusion of this stage, the South Shore would be served by a single CTS system. Dispatching would be largely computerized, with "Exception Only" manual override.

A. Secure Resources

1. Identify and develop any additional public or private resources necessary to implement Stage 3. *(Winter, 1996/97)*

B. Design System

1. Conduct the studies needed to design both the computerized dispatching system, as well as the full passenger information system. (*Summer, 1997*)

C. Implement Stage 3

1. Improve two-way communication links to touchscreen kiosks to allow real-time information regarding time to next available service. (*Fall, 1997*)

2. As improvements in the technology allows, expand computer dispatching and correspondingly reduce manual dispatching. (*Beginning in Fall, 1997*)

Bibliography

Advanced Public Transportation Systems, Project Summaries , U. S. Department of Transportation IVHS Program, June, 1993.

Advanced Public Transportation Systems: The State of the Art, (U.S.) John A. Volpe National Transportation Systems Center, Cambridge, MA, April, 1991.

Advanced Public Transportation Systems: The State of the Art, Update '92, U.S. Department of Transportation, Federal Transit Administration, 1992.

Advanced Public Transportation Systems: The State of the Art, Update '94, J. A. Volpe National Transportation Systems Center, Cambridge, MA, January, 1994.

Assessment of Computer Dispatch Technology in the Paratransit Industry, UNC Institute for Transportation Research and Education, Raleigh, NC, March, 1992.

Auto-Trac, Westinghouse Electric Corporation.

Bellevue Smart Traveler and Cellular Telecommunications, U.S. Department of Transportation, Federal Transit Administration, May, 1993.

California Smart Bus Systems: Potential for Application in Portland, Volume 1, Technical Report, Federal Transit Administration, January 1993.

Cost Estimates for Selected California Smart Traveler Operational Tests, Aegis Transportation Information Systems, Inc., March, 1993.

Economic and Policy Considerations of Advanced Public Transportation Systems, National Urban Transit Institute, December, 1993.

German "Smart-Bus" Systems, Potential for Application in Portland, Oregon, Aegis Transportation Information Systems, Inc., January, 1993.

GoTic, Gothenburg Traffic and Transit Authority.

Innovations Deserving Exploratory Analysis Program, Transportation Research Board, January, 1995.

Intelligent Transportation Systems Projects, U.S. Department of Transportation, Federal Highway Administration, January, 1995.

KOMFRAM, Gothenburg Traffic and Transit Authority, Goteborg, Sweden.

Mass Transit Vehicle Management System, Westinghouse.

Request for Proposals, Radio Communications Project Management, Rochester-Genesee Regional Transportation Authority, January 24, 1995.

SmartTrack Vehicle Management System, Westinghouse, 1994.

South Shore Transit Coordination/Expansion Study, Technical Memorandum Two: Existing Services and Financial Analysis, Leigh, Scott & Cleary, Inc., December 30, 1994.

Tahoe Basin Short Range Transit Program, Leigh, Scott & Cleary, Inc., August 15, 1994.

Transit Survey Methods and Results, Cambridge Systematics, Inc., September, 1991.

Appendix A

Fare Alternatives

Based upon comments received from the Tahoe Transportation Coalition regarding preliminary study products, three fare alternatives have been developed for the "short term" CTS plan: a fare system with an extensive free-ride coupon program for visitors, a completely fare-free system, and a fare-free zone option.

Fare Program with Coupons for Free Visitor Service

This option would entail a fare of $1.00 per one-way trip on the vans and $0.50 per one-way trip on the express buses, but would also include a system of free coupons for visitors. The detailed data on existing ridership provided in Table 1 can be used to refine the initial ridership estimates, and to provide greater detail regarding the types of passengers served. A series of ridership impact factors are applied to current ridership levels, as shown in Table 7. These factors are discussed in detail in Chapter 4.

As indicated in Table 7, a conservative total potential ridership of 2,796,000 per year is forecast. This forecast assumes no unusual increase in marketing, nor does it include any increase in visitation as a result of the improved transit services. This figure represents an increase of approximately 1,322,000 passenger-trips per year over existing levels. This increase is forecast to be roughly a 50%/50% split between additional visitor ridership and additional resident ridership.

As indicated in Table A1, this option would incur an operating cost of approximately $3,660,000 per year, which would be partially offset by farebox revenues of $810,000, yielding an operating subsidy requirement of approximately $2,850,000 annually. Assuming that the 28 vans discussed above would be available, total capital costs for this system equal approximately $2,236,000.

Free System

One strategy that could be pursued to increase the overall benefits of the CTS system would be to work towards the complete elimination of transit fares. While the professional literature provides extensive information regarding the impact of a change from one fare level to another, there is very little information available regarding the impacts of eliminating all fares on a fare transit service. A lengthy review of the literature yielded information on only three transit systems that have any relevance:

- The City of **Monterey Park, California** started a four-vehicle, free theme trolley service in 1986. Ridership averaged over 1,640 passenger-trips per day, consisting largely of school-age children who formerly walked. After two years of operation, a $0.25 one-way fare was instituted. As a result, a full 55 percent of the original ridership was lost.

TABLE A1: Fare Alternative Impacts

	Base Case	Free Fare	Free Zone
Annual Ridership			
- Express(1)	559,200	710,000	580,000
- Shuttle	2,236,800	2,928,000	2,151,000
- TOTAL	2,796,000	3,638,000	2,731,000
Fares			
- Express	$213,000	$0	$191,000
- Shuttle	$597,000	$0	$478,000
- TOTAL	$810,000	$0	$669,000
Hours of Service			
- Express	27,000	31,000	28,000
- Shuttle	112,000	146,000	108,000
- TOTAL	139,000	177,000	136,000
Operating Cost			
- Express (at $44.30 per hour)	$1,196,000	$1,373,000	$1,240,000
- Shuttle (at $22 per hour)	$2,464,000	$3,212,000	$2,376,000
- TOTAL	$3,660,000	$4,585,000	$3,616,000
TOTAL REQUIRED OPERATING SUBSIDY	**$2,850,000**	**$4,585,000**	**$2,947,000**
Capital Costs			
- APTS In-Vehicle Cost/Vehicle	$4,000	$4,000	$4,000
# of Vehicles	49	64	48
- APTS In-Vehicle Costs	$196,000	$256,000	$192,000
- Checkpoint Hardware	$125,000	$125,000	$125,000
- Operations Center	$65,000	$65,000	$65,000
- Shuttle Vehicles			
# Required	43	57	41
# From Existing Fleets	28	28	28
# To Be Purchased	15	29	13
Cost per Vehicle	$100,000	$100,000	$100,000
Purchase Cost	$1,500,000	$2,900,000	$1,300,000
- Express Vehicles			
# Required	6	7	6
# From Existing Fleets	6	7	6
# To Be Purchased	0	0	0
Cost per Vehicle	$150,000	$150,000	$150,000
Purchase Cost	$0	$0	$0
- Shelters/Benches	$100,000	$100,000	$100,000
- System Design/Integration	$250,000	$250,000	$250,000
- TOTAL CAPITAL COSTS	**$2,236,000**	**$3,696,000**	**$2,032,000**

NOTE 1: Excluding transfers from shuttle vehicles

- The Capital Metro system in **Austin, Texas** implemented a free fare program in September, 1989. The base $0.50 fare was removed, yielding an increase in ridership of approximately 85 percent. The fare was recently reinstated due to increased vandalism associated with the free system.

- The Regional Transportation District in **Denver, Colorado** operated without a fare in 1979. Ridership increased between 40 and 70 percent. The biggest increase was in youths 16 and under (from 3 to 16 percent of total ridership).

Based upon this analysis, a 70 percent increase in ridership can be safely assumed to accompany the elimination of fares. This increase, of course, applies only to the general public ridership that was not provided with free transit under the "base case."

An analysis of the operating, ridership, and financial impacts of a full free-fare system is presented in Table A1. As indicated, overall ridership would increase by approximately 942,000 passenger-trips per year, to a total of 3,638,000. Approximately $810,000 of fare revenues would be lost. In addition, the increased passenger demands would require additional service; as a result, operating costs would be increased by approximately $925,000. Overall, therefore, the subsidy required to provide free service would be approximately $1,735,000 over the base case level.

Capital costs would also increase, as substantially more demand response vans would be required to provide the service. (One effect of the fare removal would be a shift in ridership from the Express service to the Shuttle service, as the $0.50 fare differential between the two services would be eliminated.) Including the cost associated in CTS in-vehicle hardware, total capital costs would be increased by approximately $1,460,000.

Free-Fare Zone

An intermediate step between completely free and a fare system would be to develop a "free-fare zone" in the vicinity of the Casino Core. For purposes of this analysis, it was assumed that this zone would extend from the Stateline Casinos to the Bijou/Al Tahoe area. Any passenger boarding and deboarding within this area would ride at no fare; passengers crossing out of the free fare zone would be required to pay.

This strategy would have a number of impacts:

- Visitors riding to destinations outside of the free-fare zone would be required to pay, which would tend to discourage ridership compared to the "base case" (in which visitors are provided with ride coupons).

- Conversely, resident ridership would be encouraged within the free-fare zone.

One operational problem associated with a free-fare zone would be that passengers on vehicles leaving the zone who did not pay a fare on entry would be required to pay on exiting. This typically results in both a reduction in efficiency as well as the potential for disputes between passengers and drivers. To avoid this problem, transit services with a fare-free zone typically

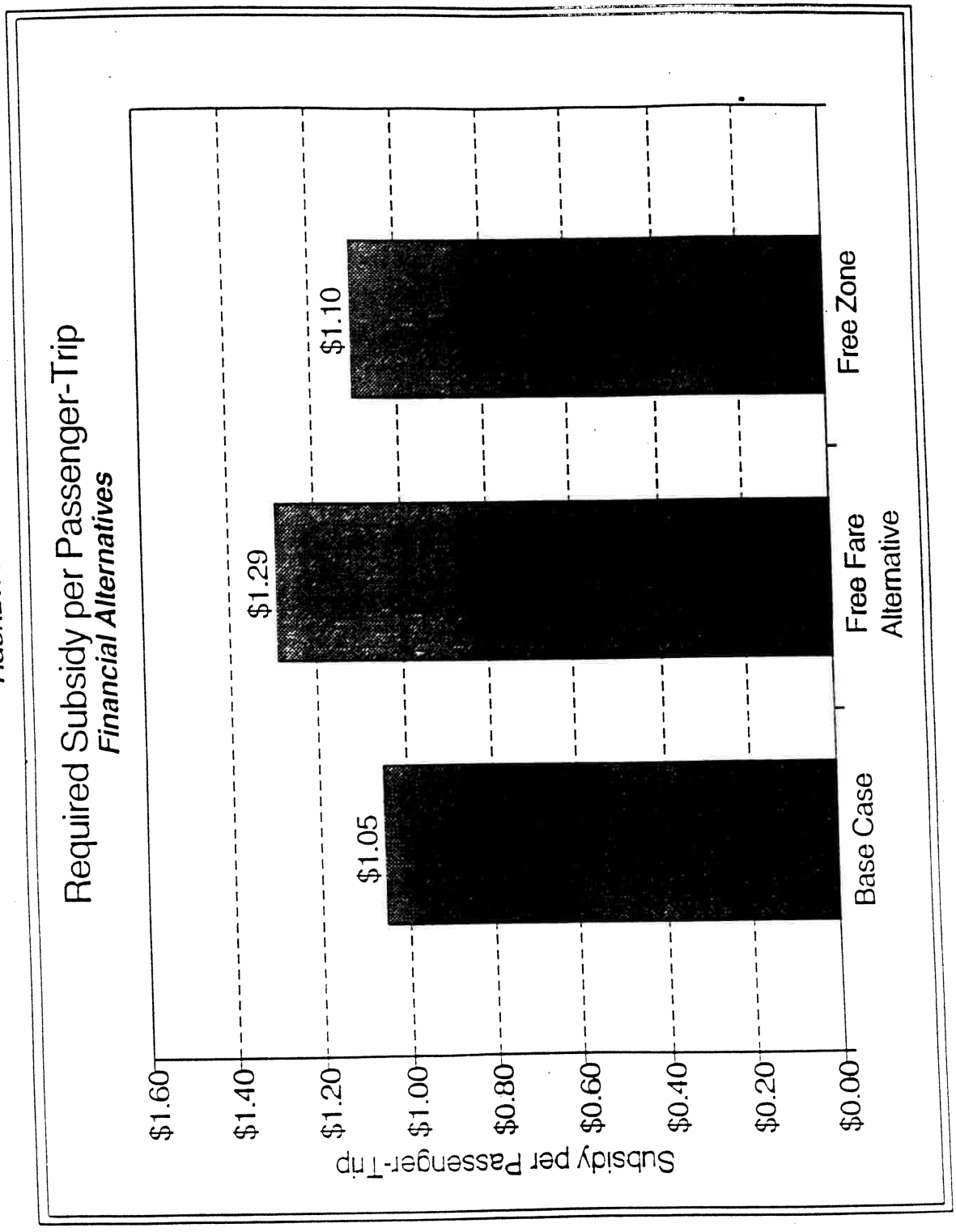
operate special services solely within the zone. Other vehicles that will leave the zone are precluded from discharging passengers within the zone. This restriction reduces the flexibility available for dispatching and thus reduces the efficiency of the overall service, thus working against the benefits of the CTS strategy.

Overall, ridership under a free-fare zone would be slightly less than that of the "base case." Fare income would be substantially less, offset to a degree by a slight reduction in operating costs. The total required operating subsidy for a free-fare zone system would by roughly $96,000 greater than the base case alternative. As three less shuttle vehicles would be required, total capital costs would be approximately $308,000 below the base case.

Comparison of Alternatives

A review of Table A1 reveals the advantages and disadvantages of the three financial alternatives. As presented in Figure A1, the "Free Fare" alternative has the potential to generate substantially greater ridership. This patronage, however, comes at a cost: as shown in Figure A2, the total operating subsidy required for this option is also substantially higher. As a result, the cost-effectiveness of this alternative is less than the other two: as indicated in Figure A3, the operating subsidy required per passenger-trip is $1.02 for the "Base Case," $1.08 for the "Free Zone" alternative, and $1.26 for the "Free Fare" alternative.

FIGURE A-3


Required Subsidy per Passenger-Trip
Financial Alternatives
Subsidy per Passenger-Trip
$1.60
$1.40
$1.20
$1.00
$0.80
$0.60
$0.40
$0.20
$0.00
$1.05
$1.29
$1.10
Base Case
Free Fare Alternative
Free Zone

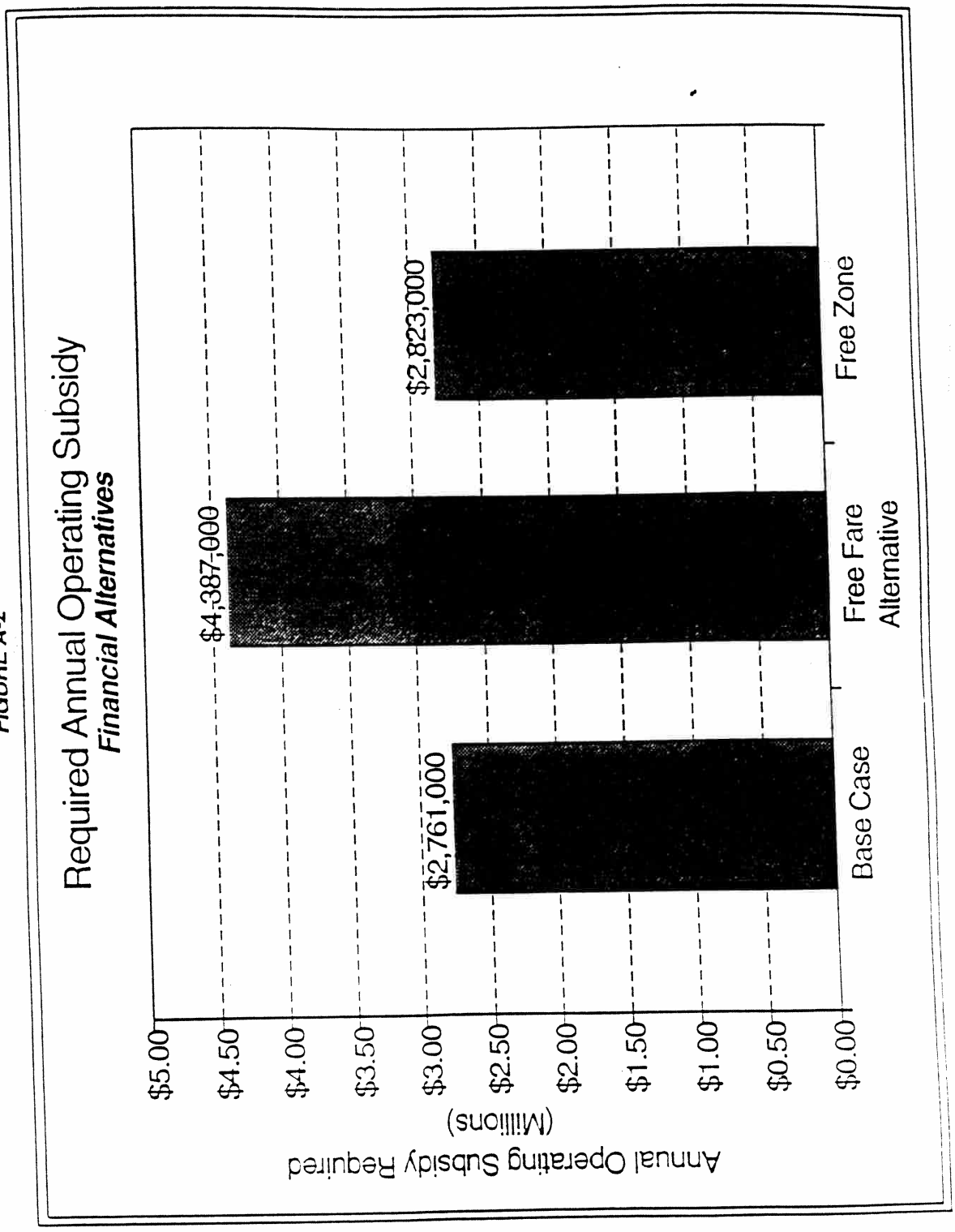

Required Annual Operating Subsidy
Financial Alternatives
Annual Operating Subsidy Required
(Millions)
$5.00
$4.50
$4.00
$3.50
$3.00
$2.50
$2.00
$1.50
$1.00
$0.50
$0.00
$2,761,000
$4,387,000
$2,823,000
Base Case
Free Fare Alternative
Free Zone

FIGURE A-2

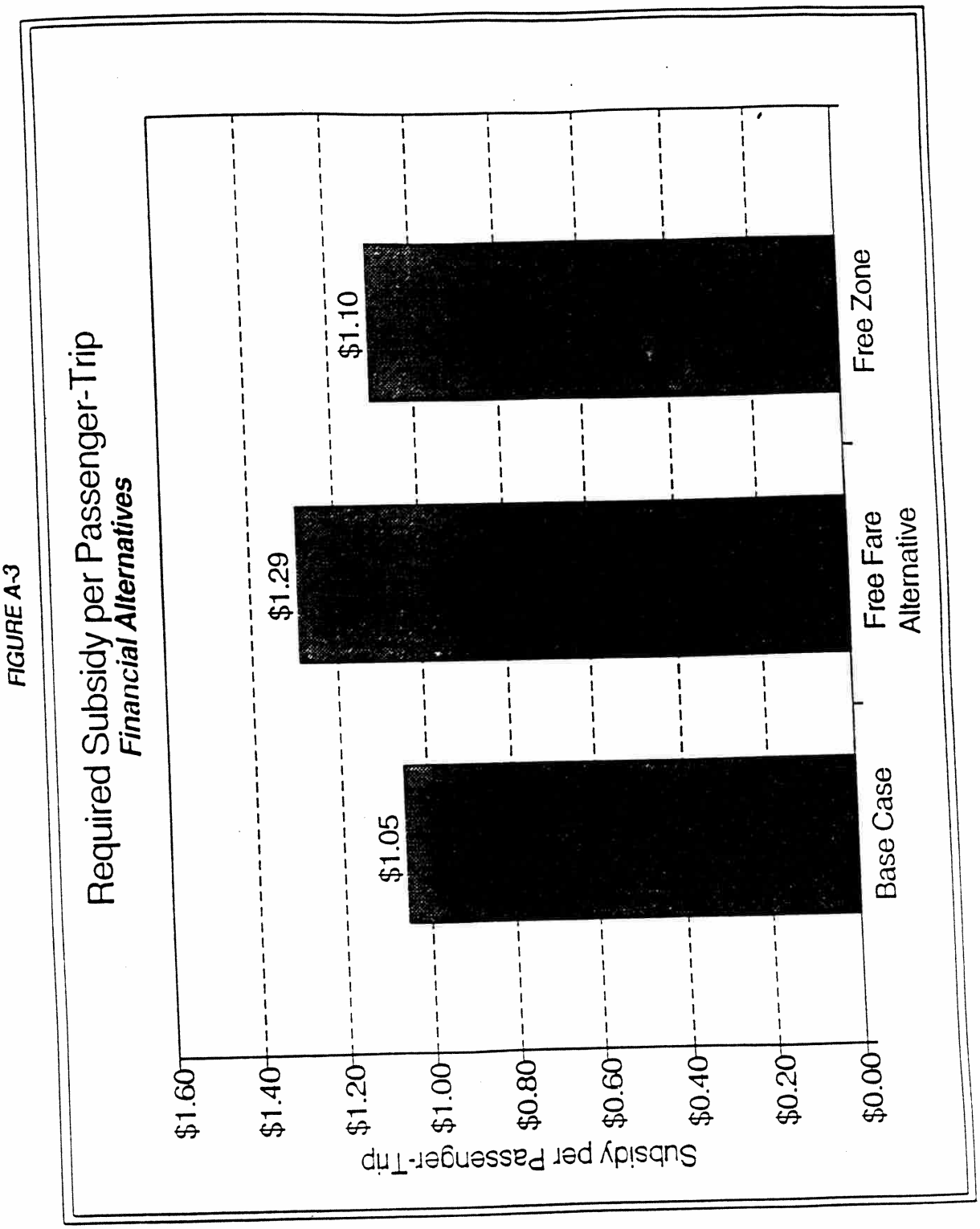

Required Subsidy per Passenger-Trip
Financial Alternatives
Subsidy per Passenger-Trip
$1.60
$1.40
$1.20
$1.00
$0.80
$0.60
$0.40
$0.20
$0.00
$1.05
$1.29
$1.10
Base Case
Free Fare Alternative
Free Zone

FIGURE A-3

ATTACHMENT D

CTS MITIGATION FUND CONTRIBUTION ANALYSIS

August 22, 1995
Prepared By Dowling Associates

Introduction

At the request of the proponents of:

1. The Revised Ski Run Project which includes:
   a. The Embassy Vacation Resort ("EVR")
   b. The Remodeled Ski Run Marina; and
   c. The relocated Moss gasoline station /mini-market;
2. The Park Avenue Project;
3. The Heavenly Master Plan; and
4. The STPUD Future Sewer Connections Plan.

(all collectively referred to as the "MOU Projects"), Dowling Associates is pleased to present the following data concerning traffic volumes, daily vehicle miles traveled ("DVMT"), and daily vehicle trip ends ("DVTE") caused by the MOU Projects traffic and air quality impacts within the South Shore area. The purpose of this analysis is to determine the contribution that each of the MOU Projects must make to the CTS Mitigation Fund, based upon the combined air quality and traffic impacts of the MOU Projects. The proponents of the MOU Projects have combined their resources to implement the initial phases of an integrated transportation system known as the Coordinated Transit System (CTS) in the South Shore area. CTS has been proposed by the MOU Projects as a combined air quality and traffic mitigation with the full knowledge of the TRPA, the League to Save Lake Tahoe, the City of South Lake Tahoe, the SSTMA, the State of California Attorney General's Office, Caltrans and NDOT and is currently the subject of a Memorandum of Understanding to define the obligations, requirements and responsibilities of each of the aforementioned parties. Accordingly, all the MOU Projects will be obligated to implement jointly the mitigation measures discussed in the environmental documents of the individual projects, pursuant to the MOU. This analysis is to become an exhibit to the Memorandum of Understanding. All of the MOU Projects are currently undergoing environmental analysis, except for the STPUD project which has completed it's environmental review. While each of the EIR/EIS documents will be published at different times, the traffic analyses have attempted to have consistent existing and future year baselines. Year 1994 was used for the existing traffic condition while 2007 represents the cumulative built out year

Peak Hour Trip Generation

Heavenly Master Plan - For the Heavenly Master Plan, the traffic estimates documented in the Master Plan EIR/EIS were used. The summer usage of the Gondola includes the closure of the existing TRAM at the California base facility. The Heavenly Master Plan

EIR/EIS/EIS states that the Gondola will generate 1,120 new DVTE. Using a 10 percent peak hour factor (no actual survey data is available for the TRAM), the Gondola would attract 112 new peak hour vehicles trips A trip length of 4.9 was used. During the winter, the resort will generate substantially more traffic. Traffic was projected for the peak winter weekend day. Further, the majority of traffic is to and from the Gondola in the South Lake Tahoe Commercial core area.

Revised Ski Run Project - For the EVR, TRPA standard trip rates for a hotel (10.10 trips per unit per day) were used. For the remaining uses, trip rates from the 1989 Approved South Lake Tahoe Redevelopment Project #1 EIR/EIS ("1989 Approved Project EIR/EIS") were adopted. The DVTE generated by the project is a function of the TAU retirements associated with the South Lake Tahoe Redevelopment Project #1 ("1989 Approved Project"). The EVR is expected to produce about 5,776 DVTE while the TAU retirements are estimated to remove about 7,779 DVTE from the regional street system. The location of the retirements is not the same as the new development within the Redevelopment Plan Area. Therefore, even though there is a reduction in both the level of DVTE and DVMT, there are still intersection level of service impacts that occur because of the shift of the location and pattern of traffic that the EVR causes. For the Marina and Moss gasoline station/mini-market project components, TRPA standard trip rates were also used. The Moss gasoline station/mini-market exists today. Therefore, the difference in trip generation created by the relocated gasoline station was evaluated.

Park Avenue Project - For the Park Avenue Project, the net change in trips between the 1995 existing and proposed changes in land use was used. The Park Avenue Project trip rates were taken from the Basin Systems traffic and air quality analysis reports, with the exception that the lodging walk trip values were revised to reflect winter conditions and usage of the Gondola. Specifically, 20% of the walk trips to the Gondola were assumed to have origins and destinations within the Park Avenue Project. The 20% value represents the ratio of Park Avenue Project lodging units to all lodging units within walking distance of the Gondola (of the estimated 3,150 lodging units near the Gondola 630 lodging units occur in the Park Avenue Project). The walk trip reductions were applied to the Heavenly Master Plan rather than Park Avenue Project trip generation.

Table 1 details the summer and winter peak hour trip generation estimates for the three projects. Table 1 also shows the trip lengths and peak hour factors used to calculate the DVMT.

Daily Vehicle Miles Traveled (DVMT)

For all of the DVMT calculations 4.9 miles per trip was used. TRPA does not have a winter trip length factor. Vehicle miles traveled is based upon trip length data extracted from the TRPA travel demand model. For the purposes of this analysis, the 4.9 average trip length was applied to both the summer and winter conditions.

ATTACHMENT D

Heavenly Master Plan - The Heavenly Master Plan EIR/EIS/EIS evaluated both summer and winter conditions. Further, the Heavenly Master Plan EIR/EIS/EIS included specific provisions for expanded shuttle bus services to the existing base facilities and construction of the new Gondola in the commercial core area. The Heavenly Master Plan EIR/EIS/EIS considered traffic reductions based upon the existing (usage of the existing three base facilities only) and revised travel patterns (usage of the existing three base facilities plus the new Gondola base facility). During the peak hour, the expanded Heavenly bus system and Gondola reduce peak hour vehicles trips from 1,560 to 956. The vehicle trip generation in the Heavenly Master Plan EIR/EIS/EIS accommodates the Gondola. The Heavenly Master Plan vehicle trip generation was reduced during the winter to compensate for the Park Avenue Project guest usage of the Gondola. During the winter the proposed components of the Heavenly Master Plan will generate 867 peak hour trips which converts into 22,927 DVMT (see Table 2).

Table 1 - Trip Generation

Project	Use	Peak Hour Inbound Trips	Peak Hour Outbound Trips	Total Peak Hour Trips	Trip Length	Peak To Daily Factor	DVMT
Summer Season							
Revised Ski Run	EVR	155	130	285			
	Marina	62	41	103			
	Moss	6	6	12			
	All	223	177	400	4.9	N/A	(6,983) [1]
Heavenly	Ski Run	0	0	0			0
	Boulder	0	0	0			0
	Stagecoach	0	0	0			0
	Gondola	56	56	112			0
	All	56	56	112	4.9	.10	5,488
Park Ave.	All	197	173	370	4.9	.10	18,130
Total		476	406	882			16,635
Winter Season							
Revised Ski Run	EVR	155	130	285			
	Marina	62	41	103			
	Moss	6	6	12			
	All	223	177	400	4.9	N/A	(6,983)
Heavenly	Ski Run	13	51	64			0
	Boulder	6	22	28			0
	Stagecoach	11	43	54			0
	Gondola	360	360	720			0
	All	390	476	866	4.9	.1853	22,927
Park Ave.	All	197	173	370	4.9	.10	18,130
Total		810	826	1,636			34,074

(1) The DVMT estimate for the Revised Ski Run Project is a function of TAU retirements associated with the South Lake Tahoe Redevelopment Demonstration Project #1. The Embassy Vacation Resort and the remaining portions of the South Lake Tahoe Redevelopment Demonstration

Project #1, which includes the relocated Moss gasoline/mini-market and the Marina Project, are projected to generate 5,776 DVTE. Applying the 10 percent retirement offset creates a total requirement of 6,354 DVTE (5,776 x 110%). However, the TAU retirements associated with the Redevelopment Project are 7,779. The net DVTE for the South Lake Tahoe Redevelopment Demonstration Project #1 including the Embassy Vacation Resort is minus 1,425 (7,779-6,354). The resultant DVMT is minus 6,983 (1425 times 4.9 miles per trip).

In the Heavenly Master Plan EIR/EIS/EIS, a low and high summer ridership value was developed. The high ridership estimate is based upon normal summer usage of the Gondola plus the attendance of 1,100 people at a concert at the top of the Gondola. The concert scenario, while evaluated in the Heavenly Master Plan EIR/EIS/EIS, is not presented herein. The concert is considered a unique condition requiring special permitting and should not be used to allocate costs or mitigation responsibilities within the South Shore area. The Heavenly Master Plan EIR/EIS/EIS assumes that the existing TRAM at the California base facility will be closed and DVMT calculations were based upon the net change created by the project. The high ridership estimate produces about 5,488 DVMT (2,220 total daily trips minus the 1,100 existing daily trips at the California base TRAM times 4.9 miles per trip). These same estimates are used in Table 1.

Revised Ski Run Project - The Revised Ski Run Project includes the Embassy Vacation Resort, the Remodeled Marina Project and the relocated Moss gasoline station/mini-market. The EVR is the second component of the South Lake Tahoe Redevelopment Demonstration Project No. 1. The first component being the completed and currently operating Embassy Suites Hotel at Stateline. The current environmental analysis is actually a supplement to the 1989 Approved Project EIR/EIS. The prior overall (both project components) trip generation was 752 peak hour and 7,533 DVTE. The Revised Ski Run Project in combination with the Stateline component of the 1989 Approved Project produces 568 peak hour and 5,776 DVTE. In addition, Tourist Accommodation Unit (TAU) retirements have occurred between 1989 (certification year for the Approved Project EIR/EIS) and 1994, and more retirements are scheduled with the implementation of the Revised Ski Run Project.

Using the trip generation factors found in the 1989 Approved Project EIR/EIS, the actual pre-1994 retirements will reduce daily trip ends by 5,548 trips. The additional TAU retirements scheduled after 1994 will eliminate 2,231 additional trips. Therefore, the TAU retirements associated with the Revised Ski run Project in combination with the Stateline Component of the 1989 Approved Project will retire 7,779 DVTE. The retirement vehicle trips are 10% greater than the effective trip generation. The trip generation will be reduced from 752 peak hour and 7,533 DVTE (1989 Approved Project EIR/EIS) to 568 peak hour and 5,776 DVTE (this Supplement). The Revised Ski Run Project in combination with the Stateline Component of the 1989 Approved Project must retire 6,354 DVTE (5,776 times 110%). The Revised Ski Run Project in combination with the Stateline Component of the 1989 Approved Project will generate DVTE levels that are substantially lower than the amount generated by the retired TAUs (7,779); therefore, the DVTE impact after TAU retirements is negative 1,425 (7,779 minus 6,354) trips.

Park Avenue Project - The Park Avenue Project is a new redevelopment project bounded by U.S. 50, Embassy Suites, Montreal Avenue and Fern Drive The EIR/EIS for this project has just been started. The trip generation for the entire Park Avenue site was calculated by estimating the vehicle trip generation from the existing 1994 site conditions and subtracting those amounts from the projected and estimated peak hour and DVTE generated by the proposed project The results are an increase of 370 peak hour and 3,836 DVTE in the summer and winter

Summary of Potential DVMT Impacts

The Heavenly Master Plan will generate 5,488 summer DVMT and 22,927 winter DVMT The Revised Ski Run Project produces a minus 6,983 DVMT (see footnote #1 on Table 1.) The Park Avenue Project will generate 18,032 DVMT

Table 2 - DVMT Information from Table 1

Development	Summer DVMT	Winter DVMT	Sum	Percent of Positive Values
Heavenly Master Plan	5,488	22,927	28,415	43.94%
Revised Ski Run Project	-6,983	-6,983	-13,966	0
Park Avenue Project	18,130	18,130	36,260	56.06%
Totals	**16,635**	**34,074**	**50,709**	**100.00%**

TRPA bases all DVMT threshold conditions on summer travel. The 1981 estimated basin wide DVMT is 1,648,554. The 1990 estimated basin wide DVMT is 1,957,636. TRPA has established a target DVMT threshold, assuming a 10 percent reduction from 1981 levels, of 1,483,698. If the above estimates of the DVMT generated by the three projects can be diverted such that a net zero DVMT impact is achieved, then "*the cumulative mitigation of the traffic impacts of the three projects will achieve a one point six percent (1.6%) reduction of total basin wide vehicle miles traveled (30,601/1,957,636)". The 30,601 is comprised of 5,488 summer DVMT from Heavenly, 18,130 summer DVMT from Park Avenue and the 6,983 summer DVMT retired by the Revised Ski Run Project in combination with the Stateline Component of the 1989 Approved Project due to TAU retirements.*

Traffic Mitigation

Figure 1 shows the existing 1994 intersection geometry at the analysis intersections. Figure 2 shows the improvements to the intersections that would be required to mitigate the impacts, back to LOS "D" that are caused by the MOU Projects plus the annual percentage increase in the traffic through to 2007 (or cumulative traffic) that will occur whether or not any of the three projects go forward.

Figure 2 - Additional Year 2007 With Projects - LOS "D" Mitigation

Figure 2 includes two sets of mitigation. The first set includes the intersection improvements described in the CTS Memorandum of Understanding to be constructed by the following project proponents.

- Embassy Vacation Resort - The construction of a second left turn lane on the northbound approach of Ski Run Boulevard at U.S Highway 50, and the construction of a separate right turn lane on the eastbound approach of U.S. Highway 50 at Ski Run Boulevard.

- Park Avenue - The construction of a free right turn lane on Pioneer Trail at U.S. Highway 50 (near Park Avenue) extended northerly to the U.S. Highway 50/ Park Avenue intersection.

The second set of improvements represent the additional intersection improvements needed to maintain LOS "D" or better at all of the analysis intersections. These improvements include:

Mitigation Intersection Names and Needed Improvements

(a) U.S. Highway 50 at Ski Run Boulevard

A right turn lane must be added to the westbound approach of U.S. Highway 50. The Ski Run Boulevard approach from the Marina should provide separate left, through and right turn lanes.

(b) U.S. Highway 50 at Pioneer Trail

The existing driveway across from Pioneer Trail onto U.S. Highway 50 should be re-configured to provide separate left, through and right turn lanes. In addition, the traffic signal should be revised to accommodate the new driveway configuration.

(c) U.S. Highway 50 at Park Avenue

A free right turn and second through lane should be provided on the eastbound approach of Park Avenue.

(d) U. S. Highway 50 at Lake Parkway

A westbound free right-turn lane must be added on Lake Parkway.

(e) U.S. Highway 50 at Kingsbury Grade

The northbound right-turn lane on U.S. Highway 50 must be converted into a free right-turn lane. To accommodate this improvement, Kingsbury Grade must be widened easterly of U.S. Highway 50 for a distance of about 500 feet to accommodate the right-turn movements. In addition, a second southbound left turn lane from U.S. Highway into Kingsbury Grade must be provided.

(f) U.S. Highway 50 at Pioneer Trail (near Meyers)

A second through lane must be added to the southbound and northbound approaches of U.S. Highway 50.

(g) U.S. Highway 50 at State Route 89

Provide a free right turn lane to both the Lake Tahoe Boulevard (eastbound) and State Route 89 (southbound) approaches to this intersection. The free right turn lane from Lake Tahoe Boulevard is being constructed by the City of South Lake Tahoe as part of the Transit Center development near this location. In addition, an in-depth traffic signal analysis and potential signalization upgrade should be conducted to achieve LOS "D" during peak hours.

(h) Ski Run Boulevard at Pioneer Trail

Add a second through lane to the northbound approach of Ski Run Boulevard toward U.S. Highway 50.

The estimated construction costs for the above mitigation measures is $3,463,000. Right of way acquisition for all of the projects is estimated at $1,000,000 The total costs for all improvements is therefore $4,463,000.

Cost Allocations

A traffic impact computer model was used to evaluate the impacts of the cumulative traffic growth plus the traffic produced by the MOU Projects and to allocate the cost sharing for the above improvements. The new peak hour traffic volumes added by each project including the background cumulative growth was determined for each intersection. Table #3 describes the traffic contributions and allocated costs of each affected intersection for each of the MOU Projects. The total costs for each of the MOU Projects and the cumulative condition were determined. Table 4 shows the resultant cost sharing allocation.

ATTACHMENT D

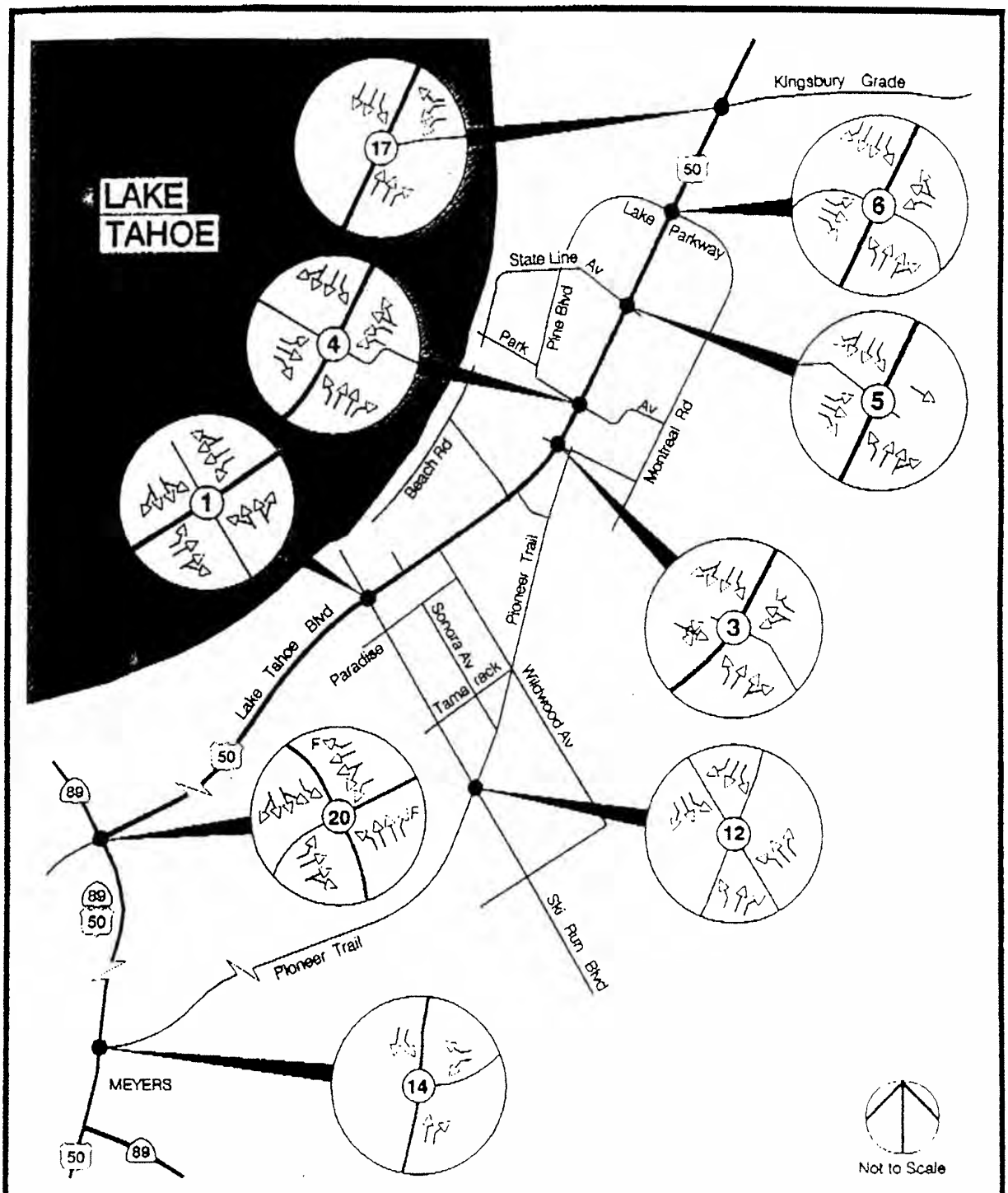


Figure 1
INTERSECTION GEOMETRY
1994 Existing Condition

COST1.DVG 94048/COST 8-21-95

AGENDA ITEM: VI.B.

ATTACHMENT D

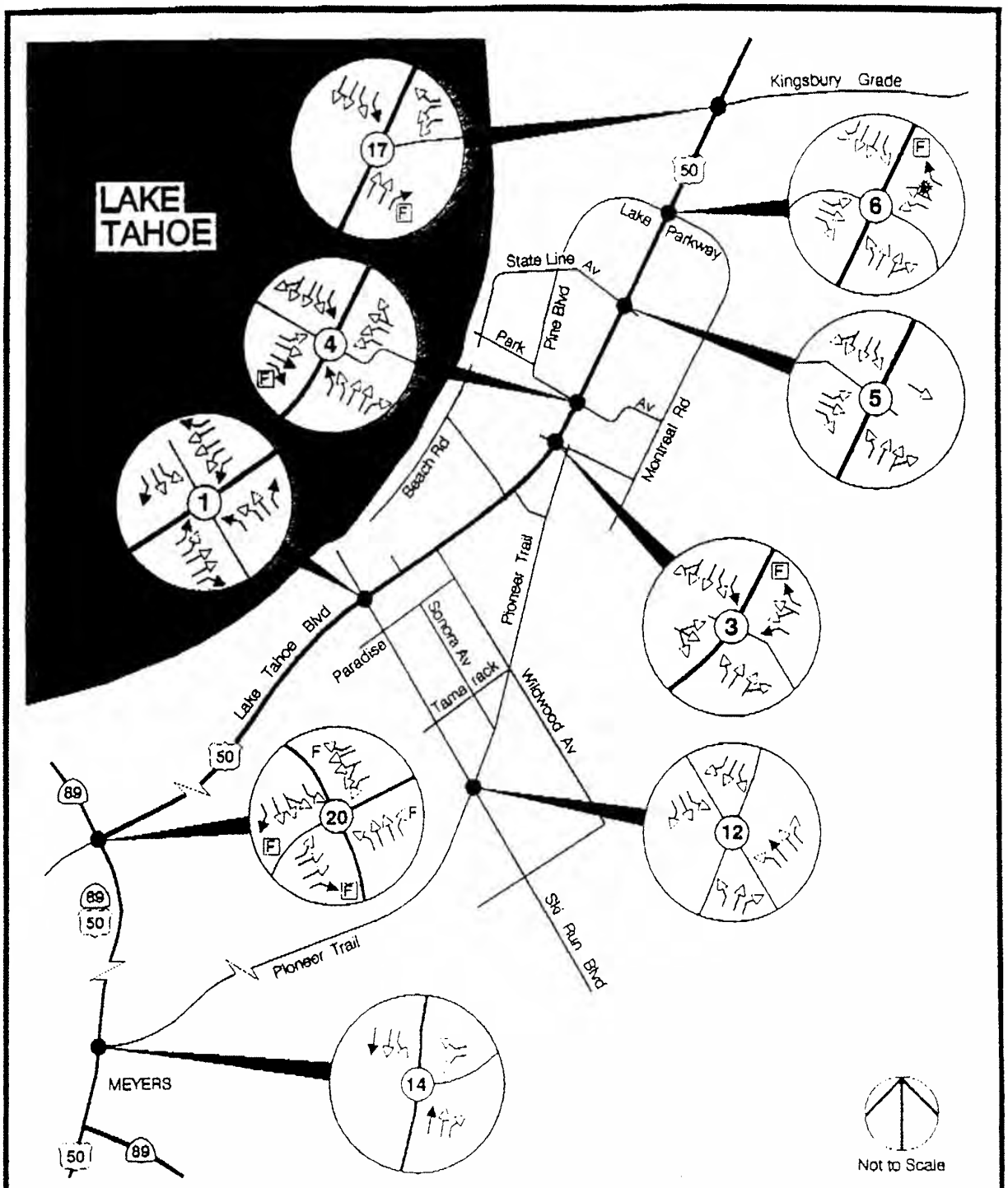


Figure 2
2007 REQUIRED MITIGATION MEASURES
With the MOU Projects (No Loop Rd.)

COST2.DOC 94040/COST 7-27-95

AGENDA ITEM: VI.B.

Table 3 - Traffic Contributions and Cost Allocation For Intersection Improvements

Intersection #	1	3	4	6	12	14	17	20	All
Name	Ski Run Blvd.	Pioneer Trail	Park Ave.	Lake Parkway	Ski Run Blvd.	Pioneer Trail	Kingsbury	Route 89	
	U.S. 50	U.S. 50	U.S. 50	U.S. 50	Pioneer Trail	U.S. 50	U.S. 50	U.S. 50	
Added Traffic									
Existing	80.29%	82.60%	78.90%	87.49%	92.49%	98.90%	90.39%	97.49%	
Heavenly	8.50%	8.50%	11.70%	7.60%	5.20%	0.10%	5.70%	1.10%	
Park Ave	2.40%	3.50%	4.20%	2.90%	0.60%	0.10%	1.90%	0.60%	
EVR	6.25%	3.83%	3.69%	1.42%	1.21%	0.64%	1.42%	0.57%	
Marina	2.27%	1.39%	1.34%	0.52%	0.44%	0.23%	0.52%	0.21%	
Moss	0.29%	0.18%	0.17%	0.07%	0.06%	0.03%	0.07%	0.03%	
Improvement	$838,000	$400,000	$650,000	$250,000	$50,000	$400,000	$455,000	$420,000	$3,463,000
Right-of-way	$241,987	$115,507	$187,699	$72,192	$14,438	$115,507	$131,389	$121,282	$1,000,000
Total Costs	$1,079,987	$515,507	$837,699	$322,192	$64,438	$515,507	$586,389	$541,282	$4,463,000
Existing	$867,121	$425,809	$660,944	$281,886	$59,599	$509,836	$530,037	$527,696	$3,862,928
Heavenly	$91,799	$43,818	$98,011	$24,487	$3,351	$516	$33,424	$5,954	$301,359
Park Ave	$25,920	$18,043	$35,183	$9,344	$387	$516	$11,141	$3,248	$103,781
EVR	$67,499	$19,744	$30,911	$4,575	$780	$3,299	$8,327	$3,085	$138,220
Marina	$24,516	$7,166	$11,225	$1,675	$284	$1,186	$3,049	$1,137	$50,237
Moss	$3,132	$928	$1,424	$226	$39	$155	$410	$162	$6,476

Table 4 - Mitigation Cost Allocations

Development	Share Rounded	Total Allocated Costs
Cumulative	86.56%	$3,862,927.00
Heavenly Master Plan	6.75%	$301,359.00
Park Avenue Project	2.33%	$103,781.00
Embassy Vacation Resort	3.10%	$138,220.00
Marina	1.13%	$50,237.00
Moss	0.15%	$6,476.00
All	100.00%	$4,463,000.00

In addition to the Table 4 described intersection improvement mitigation costs, the MOU Projects are also responsible for Regional and Cumulative air quality mitigation fees in accordance with TRPA Code Section 93.3.D. Table 5 describes the air quality mitigation fees that must be paid by each project

Table 5 -Air Quality Mitigation Fees

Development	DVTE	Fee/DVTE	Total
Heavenly Master Plan	4679	$ 20.00	$93,580.00
Park Avenue Project	3836	$ 20.00	$76,720.00
Embassy Vacation Resort	0	N/A	$0.00
Marina	787	$ 20.00	$15,740.00
Moss	106	$ 20.00	$2,120.00
Totals	**9,408**		**$188,160.00**

Therefore, the total combined dollars available from the Embassy Vacation Resort, the Remodeled Ski Run Marina, the Moss gasoline station/mini-market, the Heavenly Master Plan, the Park Avenue Project and the South Tahoe Public Utilities District (STPUD) to contribute to the CTS Mitigation Fund is as described in Table 6.

Table 6-CTS Implementation Budget

Development	Table 3 Intersection Improvement Mitigation Costs	Table 4 Air Quality Mitigation Fees	Allocation	Total
Heavenly Master Plan	$301,359.00	$93,580.00		$394,939.00
Park Avenue Project	$103,781.00	$76,720.00		$180,501.00
Embassy Vacation Resort	$138,220.00	0		$138,220.00
Remodeled Ski Run Marina	$50,237.00	$15,740.00		$65,977.00
Moss gasoline station/mini-market	$6,476.00	$2,120.00		$8,596.00
STPUD	0	0	$200,000.00	$200,000.00
Totals	**$600,073.00**	**$188,160.00**	**$200,000.00**	**$988,233.00**

The potential traffic impacts caused specifically by STPUD are not included in the internal calculations of this document because the contribution to the CTS Mitigation Fund was fixed at $200,000 by the TRPA during the certification process of the May 1995 Future Sewer Connections Plan EIR/EIS.

1984 Baseline Transit Conditions

Transit Provider	Number of Vehicles: Total	Required for Mitigation(2)	Wheelchair Accessible	Operating Season	Typical Operating Day	# Vehicles: Summer: Weekday Day	Weekday Night	Weekend/ Holiday Day	Weekend/ Holiday Night	# Vehicles: Winter: Weekday Day	Weekday Night	Weekend/ Holiday Day	Weekend/ Holiday Night	Estimated Annual: Ridership	Vehicle-Hours of Service	Vehicle-Miles of Service	Operating Cost
Casino W(1)	3	0	0	Year-Round	Sun-Fri: 8AM-12AM Sat: 8AM-2AM	1	1	1	1	1	1	1	1	30,000	5,800	45,000	NA
Casino X(1)	5	0	1	Year-Round	Mon-Fri: 8AM-2AM Sat-Sun: 8AM-2AM	3	5	4	5	2	3	3	3	169,500	21,500	150,000	$301,000
Casino Y(1)	5	0	0	Year-Round	Sun-Thur: 8AM-2:30AM Fri-Sat: 8AM-2:30AM	3	3	3	4	1	2	2	3	87,000	13,100	23,272	$126,900
Casino Z(1)	9	0	0	Year-Round	Sun-Thur: 8AM-1AM Fri-Sat: 8AM-2AM	2	3	3	3	3	3	3	3	110,864	5,712	90,000	NA
Heavenly	11	2	0	Nov-April	7AM-6PM	0	0	0	0	5	0	8	0	228,994	7,873	NA	NA
Travel Systems, Ltd. (Dixie/Snowmobile Shuttles)	6	0	0	Year-Round	Summer: 7AM-11PM	3	2	3	2	1	1	1	1	66,752	2,787	17,316	NA
The Ridge Tahoe	8	0	0	Year-Round	All Days: 8AM-2AM	8	2	8	2	8	2	8	2	160,000	33,580	190,000	$405,000
Lakeside Inn	1	0	0	Not Currently Operating		0	0	0	0	0	0	0	0	0	0	0	0
Embassy	2	2	0	Year-Round	On Demand	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Subtotal: Private	**50**	**4**	**1**			**20**	**16**	**22**	**17**	**21**	**12**	**26**	**13**	**853,110**	**NA**	**NA**	**NA**
STAGE	7	0	7	Year-Round	24-hours	5	5	5	5	5	5	5	6	525,525	26,996	418,635	$1,195,600 (2)
Bus Plus	4	0	1	Year-Round	7AM-7PM	2	0	2	0	2	0	2	0	40,529	7,318	92,234	$167,195
Trolley	2	0	0	7/1-9/15	9AM-10PM	2	2	2	2	0	0	0	0	21,432	1,925	21,023	$80,537 (3)
Subtotal: Public	**13**	**0**	**8**			**9**	**7**	**9**	**7**	**7**	**5**	**7**	**6**	**587,486**	**36,239**	**532,892**	**1,445,332**
TOTAL	**63**	**4**	**9**			**29**	**23**	**31**	**24**	**28**	**17**	**33**	**19**	**1,440,596**	**NA**	**NA**	**NA**

NOTE 1: Actual property names not used to preserve confidentiality.
NOTE 2: Vehicles required by existing mitigation agreements, based upon TRPA records.
NOTE 3: Excluding City of South Lake Tahoe administrative costs.
NOTE 4: Includes vehicle lease.

ATTACHMENT D

LEIGH, SCOTT & CLEARY, INC.
TRANSPORTATION PLANNING
& TRAFFIC ENGINEERING CONSULTANTS

2690 Lake Forest Road
P.O. Box 5875
Tahoe City, California 96145
(916) 583-4053 FAX:(916) 583-5966

September 12, 1995

Mr. Dick Powers
South Shore Transportation Management Association
PO Box 10798
South Lake Tahoe, CA 96158

RE: South Shore Parking Strategy
Study and Focused EA

Dear Dick:

With this letter, Leigh, Scott & Cleary, Inc. is pleased to present our proposed work scope to conduct an analysis of parking strategy for the South Shore of the Tahoe Basin, and the development of a focused Environmental Assessment (EA). We propose to conduct this study in six specific tasks, designed to efficiently provide the quantitative data and the understanding of the state of the practice necessary to successfully develop and defend TRPA's parking strategies, and to provide supporting environmental documentation.

Proposed Study Approach

As a result of recent trends and findings in the transportation field, the importance of parking issues in comprehensive transportation management has been increasingly recognized. Across the country, efforts in the field of Transportation Demand Management have focused on parking supply as a key tool in addressing and managing traffic congestion problems.

Parking strategies can also play a key role in the success of the Coordinated Transit System, currently under development. Research in the transit field has consistently indicated that the single most important determinant of transit usage is not the transit fare or the quality of the vehicles, but rather is the cost and availability of parking at a traveller's destination. A key goal of this study will therefore be to identify ways in which parking supply and control can best assist the community's efforts to increase transit usage.

Parking takes on particular importance in environmentally sensitive areas such as the Tahoe Basin. At the risk of re-stating the obvious, the total capacity of the Tahoe roadway system to

CH/ja

AGENDA ITEM: VI.B.

accommodate traffic is currently strained to the maximum during peak periods. Though future traffic levels are forecast to continue to grow (largely as a result of increased recreational traffic), total auto capacity of the road network will not increase in any meaningful way. Future management of traffic volumes to attain the Thresholds contained in the TRPA Goals and Policies, therefore, will rely on increased use of alternate transportation modes. The issue of parking availability is thus a fundamental issue both to the TRPA and to the Basin community as a whole.

This work will build upon the information generated as part of the TRPA Parking Management Standards Study, completed in 1993. As part of this previous study, we reviewed the available data regarding parking conditions in the study area, and also conducted an extensive review of parking strategies employed in similar areas around the West. This information will give us a strong "head start" for the upcoming study.

Another important element of the upcoming study will be a very strong review and consensus building process. Through the SSTMA and the Tahoe Transportation Coalition, we would propose to present a series of workshops on study products and findings, designed to identify those subjects for which a consensus is possible, as well as to educate study participants as to the various impacts and ramifications of parking options. Our work scope therefore includes many opportunities for review and input on the part of the study steering committee.

Task 1: Finalization of Study Scope and Process -- The various elements of the Transportation Coalition have differing needs for study products. Project proponents are looking for specific strategies for the central visitor core area of the South Shore (loosely defined as Stateline to Ski Run), as well as means of encouraging the use of public transit services in this area. Both the TRPA and the League To Save Lake Tahoe, while agreeing with the need for these specific strategies, would also like to see the study develop strategies that are transferrable to other areas of the Basin. The final scope of the study will be developed through discussions with the study steering committee.

We would propose to consider the broader area, but focus discussion of impacts on visitor activity centers within the Stateline-Ski Run area. As discussed below, we would like to develop a series of "case studies" to assess the impact of various alternatives on a range of land use and activity center types. The visitor-oriented commercial areas will be located within this core South Shore area; some of the other areas would be located in other portions of the South Shore. The finalization of this scope will be completed as part of this task.

Also completed as part of this task will be the finalization of a list of strategy alternatives for analysis. A draft version of this list is provided as Attachment A. We will review our literature regarding strategies employed in similar areas and will present these alternatives to the study committee to expand or contract this list, as appropriate. The finalized list will allow us to effectively design the data collection process, discussed below.

Task 2: Case Study Data Collection and Evaluation of Existing Conditions

While it is relatively simple to consider parking strategies in the abstract, the full evaluation of resulting impacts and the practical considerations of implementation can only be understood by assessing how these strategies would impact specific areas. We therefore would propose to conduct a series of "case studies"; a preliminary list of locations is as follows:

- *Casino Core* -- Hopefully, we could gain permission from one of the major Stateline casinos to conduct parking counts and surveys over a peak period.

- *Lodging Property* -- One or several smaller lodging properties along US Highway 50 between Stateline and Ski Run.

- *Ski Area* -- Hopefully, we could assess conditions at Heavenly's California base. This may be based on existing data, rather than any original data collection effort.

- *Mixed Development* -- The Harrison District is a good example of an older mixed commercial area with little off-street parking. In addition, inventory data has been developed as part of the Bijou-Al Tahoe Community Plan.

- *Visitor-Oriented Shopping Center* -- The Factory Outlet Center provides a good opportunity to identify the characteristics of visitor shopping.

- *Resident-Oriented Shopping Center* -- The Raley's Center adjacent to the Wye is a good example of a resident-oriented commercial center.

- *Recreation Area* -- Camp Richardson (particularly the beach parking) is a good example of a recreation area. Due to the season, we will have to rely on existing available data.

For most of these case study areas, we would oversee three limited surveys:

- *Parking Accumulation* -- Surveyors would simply travel through the parking areas on a regular schedule, noting the number of parked vehicles.

- *Parking Turnover* -- The length of time that vehicles park in a facility is an important factor in designing parking strategies, and is a good indicator of the types of parkers using the facility. Surveyors would record license plates of all vehicles parked in the facility on a regular schedule, which would then be entered into a spreadsheet program to identify the number of vehicles parked for various durations. This data is particularly important in assessing the impact of timed parking restrictions.

- *Parker Survey* -- It will also be important to identify **who** is parking in each of the various case study facilities, and their trip-making pattern. Relatively short surveys would be conducted by interviewers to identify trip purpose, driver characteristics (full time resident,

part time resident, day visitor, overnight visitor), number in party, trip origin, and trip destination. Hopefully, much of this survey data can be gleaned from the Recreational Travel Survey.

LSC would develop a work plan for each survey, detailing the survey schedule as well as survey procedures. Survey form originals would be prepared, along with spreadsheet templates for data entry. After collection and computer entry of the data by others (largely TRPA), LSC would analyze this data and develop a summary of existing parking characteristics for each case study area.

Task 3: Parking Strategy Analysis

This task will entail the development of a detailed Technical Memorandum outlining the various strategies available, their impacts on transportation factors, as well as their ramifications with regard to other related factors. Each of the alternatives identified in Task 1 will be detailed, and the potential application to Tahoe conditions discussed. Our analysis will include the evaluation of the following impacts:

- *Implementation Requirements and Costs* -- The hardware and staffing requirements for each alternative will be identified, including the level of required enforcement. Capital and operating costs will then be estimated. In addition, any legal/institutional factors that would have to be addressed before the alternative could be implemented will be identified.

- *Impact on Parking Demand* -- What proportion of existing drivers would be impacted by the alternative, and what would be their response? What would be the resulting parking conditions?

- *Potential Parking "Spillover" Problems* -- Increased parking regulation in a specific area very frequently causes drivers to park instead in nearby unregulated areas. The potential for this impact will be discussed, along with optional means of addressing the resulting impact.

- *Potential Revenue Generation* -- Estimates of the revenue stream that would result from the alternative will be developed and discussed.

- *Impact on Transit Ridership* -- The increase in transit passengers resulting from the alternative will be identified, along with the forecast variation in this ridership by season or over the day. In particular, we will assess the impact on the planned CTS system.

- *Impact on the Need for Additional Transit Services* -- A key consideration for some alternatives will be to assess the available capacity for existing or planned transit services to accommodate the forecast increase in ridership. If additional services are needed, vehicle requirements, capital costs, and operating costs will be estimated.

- *Impact on Businesses* -- Any information in the transportation planning literature regarding the

impact of the various alternatives on economic activity will be reviewed and used as the basis for a qualitative discussion of the impacts and/or benefits that each alternative would have on customer access, employee access, and overall business viability.

- *Environmental Impact* -- A quantitative assessment of impact on Vehicle-Miles of Travel would be conducted, as well as a qualitative discussion of impact on level of service considerations. This discussion will include any queuing or delay problems resulting from parking control gates. As warranted, the discussion of each alternative may also include the assessment of other impacts, such as noise, visual, or air quality. More detailed assessments will be conducted as part of Task 5.

These assessments will be conducted based upon a number of sources:

- The professional literature regarding parking control (particularly in resort areas) will be reviewed for any pertinent conclusions.

- The information regarding existing parking strategies in other recreationally-oriented communities developed as part of the Parking Standards Study will be reviewed.

- The data regarding existing parking conditions either generated as part of this study or gleaned from previous study documents.

The overall goal of this analysis process will be to clearly identify those alternatives which meet the following criteria:

1) Move the Tahoe area towards already-adopted goals and thresholds regarding Vehicle-Miles of Travel and traffic congestion;
2) Provide a long-term benefit to the business community, without incurring undue short-term impacts;
3) Are implementable from legal, financial, and physical viewpoints;
4) Maximized benefits to the Coordinated Transit System; and
5) Improves the overall visitor experience.

The resulting Technical Memorandum will detail all of these findings, and will also present a summary text and series of tables that allows convenient comparison of the impacts associated with each alternative. This Memorandum will be the subject of a workshop, designed to both educate the study committee regarding the options, as well as to begin identifying both appropriate and inappropriate alternatives for specific areas of the Tahoe Basin.

Task 4: Preparation and Presentation of Draft Report

Based upon the conclusions of the Technical Memorandum and comments received from the study committee, the Consultant will develop a draft study report, which will include the following:

- Discussion of existing parking conditions, relying upon the data and conclusions developed in Task 2.

- Presentation of the various alternatives, based upon an updated version of the information presented in the Technical Memorandum.

- Recommended "next steps," including conclusions regarding those alternatives that should be pursued further. These conclusions may include the following:

  - Long-term recommendations regarding the appropriate location for the provision of parking;

  - Recommended modifications to parking ordinances, either at the TRPA or local jurisdiction level, including modifications to parking standards (both minimums and maximums);

  - Recommended parking control strategies, detailed for specific land use types and activity centers;

  - Modifications to transit services;

  - Institutional or legal changes that would be required for implementation;

  - Areas for further research or policy development, or potential pilot project applications of recommended strategies.

This Draft Report will be presented to the committee for review and discussion. Also at this point up to five additional presentations will be made to various groups and governmental boards, at the client's discretion.

Task 5: Preparation of Focused Environmental Assessment

The goal of this task will be to provide the environmental documentation necessary to support the adoption of the final plan by the TRPA Governing Board. The "focus" of the environmental assessment will be on the following potential impacts:

- *Impact on Traffic Conditions* -- A quantitative assessment of impact on Vehicle-Miles of Travel would be conducted, as well as a quantitative discussion of impact on level of service considerations at the various case study areas. Based upon this analysis, a qualitative discussion of region-wide LOS impacts will be developed. This discussion will include any queuing or delay problems resulting from parking control gates.

- *Impact on Air Pollutant Emissions* -- Based upon the impact on traffic conditions, quantitative estimates will be made regarding air pollutant emissions. In turn, these estimates and evaluations of existing conditions will be used to develop a qualitative discussion of impact on

Attachment A: Preliminary Parking Alternatives

Potential Parking Supply Alternatives

- Intercept Parking Strategy
- Lodging Parking Strategy
- Shared Parking Strategies
- Parking Districts -- for development of shared parking
- Development Fees in Lieu of Parking

Potential Parking Control Alternatives

Regulation

- Timed Parking Restrictions
- Preferential Carpool Parking
- Neighborhood Parking Control Program

Parking Fees

- Paid Parking for Single Occupant Vehicles Only
- Pay on Entry
- Pay on Exit
- Flat Fee
- Timed Fees
- Parking Permits or Stickers
- Parking Vouchers

Alternative Uses for Any Resulting Funding

- Transit Service
- Guaranteed Ride Home Program
- Carpool Matching
- Vanpooling

CH/ja

AGENDA ITEM: VI.B.

ATTACHMENT D

TABLE A: COST ANALYSIS

Tahoe Basin Parking Strategy Study

	Personnel & Hourly Rates				
	Project Manager $90.00	Trans. Planners $50.00	Support Staff $30.00	TOTAL HOURS	TOTAL COSTS
TASK 1 Finalization of Study Scope and Process	8	20	4	32	$1,840
TASK 2 Case Study Data Collection & Evaluation	32	60	12	104	$6,240
TASK 3 Parking Strategy Analysis	40	24	8	72	$5,040
TASK 4 Preparation of Draft Report	32	24	40	96	$5,280
TASK 5 Preparation of Focused EA	60	60	24	144	$9,120
TASK 6 Preparation of Final Report	32	16	12	60	$4,040
TOTAL HOURS	204	204	100	508	$31,560
TOTAL PERSONNEL COSTS	$18,360	$10,200	$3,000		
Mileage Costs (8 75-mile trips @ $0.30 per mile)					$180
Printing/Copy Costs					$300
Phone/Postage/Delivery Costs					$200
Subtotal: Other Expenses					$680
TOTAL STUDY COST					$32,240

ambient air conditions.

- *Impact on Ambient Noise Conditions and Visual Quality* -- Qualitative discussions will be developed regarding the potential impact on noise conditions, as well as visual impacts, in light of TRPA standards.

- *Identification of Appropriate Mitigation Measures* -- Based upon the findings of the previous analyses, recommended mitigation measures for each alternative will be identified.

Please note that this assessment will not consider the sociological/economic impacts potentially associated with parking alternatives, as our firm is not qualified to conduct this assessment in any detail beyond the broadest qualitative assessment.

Task 6: Preparation and Presentation of Final Report

Any comments or concerns generated by the previous two tasks will be evaluated, additional analyses conducted as needed, and corrections to the draft report made to generate a final report. Fifteen bound copies of both the draft and the final report will be presented, as well as an unbound copy. These final recommendations will be presented in up to two three presentations, at the client's prerogative. Any additional presentations will require additional fee.

As indicated in Table A, the Leigh, Scott & Cleary team believes that this study will require a total budget of $32,240. Of this total, $31,560 is necessary for professional fees, with the remaining $680 required for travel, printing, and other fixed expenses.

▲ ▲ ▲

Thank you for the opportunity to present our qualifications and proposed work plan. We would be very receptive to any comments or modifications you and your organization would like to make regarding our approach to this study.

Respectfully Submitted,

LEIGH, SCOTT & CLEARY, INC.

by_____
Gordon R. Shaw, PE, AICP
Vice President

ENCL: Table A
Attachment A

C:\TEXT\PROP\PSSCP3

CH/ja

AGENDA ITEM: VI.B.

This is a list of the Plans and Documents describing the design assumptions of the four projects. The plans and documents are listed separately for each project.

SKI RUN COMPONENT OF REDEVELOPMENT PROJECT #1.

1. Site Plan prepared by K.B Foster and dated July 21, 1995;

2. South Elevation prepared by Sevelex Consultants, Inc. and dated August 12, 1994;

3. East Elevation prepared by Sevelex Consultants, Inc. and dated August 12, 1994;

4. South West Corner Elevations prepared by Sevelex Consultants, Inc. and dated August 12, 1994;

5. Typical Interval Ownership Unit Plan prepared by Sevelex Consultants, Inc. and dated August 14, 1995;

6. First Floor Plan and Typical Unit Plans prepared by Sevelex Consultants, Inc. and dated November 15, 1994;

7. Second Floor Plan prepared by Sevelex Consultants, Inc. and dated November 15, 1994;

8. Third Floor Plan prepared by Sevelex Consultants, Inc. and dated November 15, 1994;

9. Fourth Floor Plan prepared by Sevelex Consultants, Inc. and dated November 15, 1994;

10. Fifth Floor Plan prepared by Sevelex Consultants, Inc. and dated November 15, 1994;

11. Sixth Floor Plan prepared by Sevelex Consultants, Inc. and dated November 15, 1994;

12. Typical Building Section prepared by Sevelex Consultants, Inc. and dated November 15, 1994;

13. Draft Supplement to the South Lake Tahoe Redevelopment Project #1 EIR/EIS prepared by EIP Associates and dated August ___, 1995.

C:\WP51\9324\25MOU02.EXH
August 18, 1995 1:36pm
CH/ja

AGENDA ITEM: VI.B.

1. Heavenly Ski Resort Master Plan prepared by Heavenly Ski Resort, Heavenly Steering Committee, sno.engineering, Design Workshop, and Cottle Graybeal and Yaw Architects and dated April, 1995; and

2. Heavenly Ski Resort Master Plan Draft EIR/EIS/EIS prepared by Harland Bartholomew and Associates, Inc., and dated April, 1995.

PARK AVENUE PROJECT.

1. Illustrative Site Plan prepared by Design Workshop, and dated March 5, 1995;

2. Park Avenue Development Plan Executive Summary prepared by Design Workshop, Inc. and Cottle, Graybeal, Yaw Architects and dated August 8, 1994; and

3. Building Elevations prepared by Design Workshop, Inc. and Cottle, Graybeal, Yaw Architects and dated May 1995.

SOUTH TAHOE PUBLIC UTILITY DISTRICT.

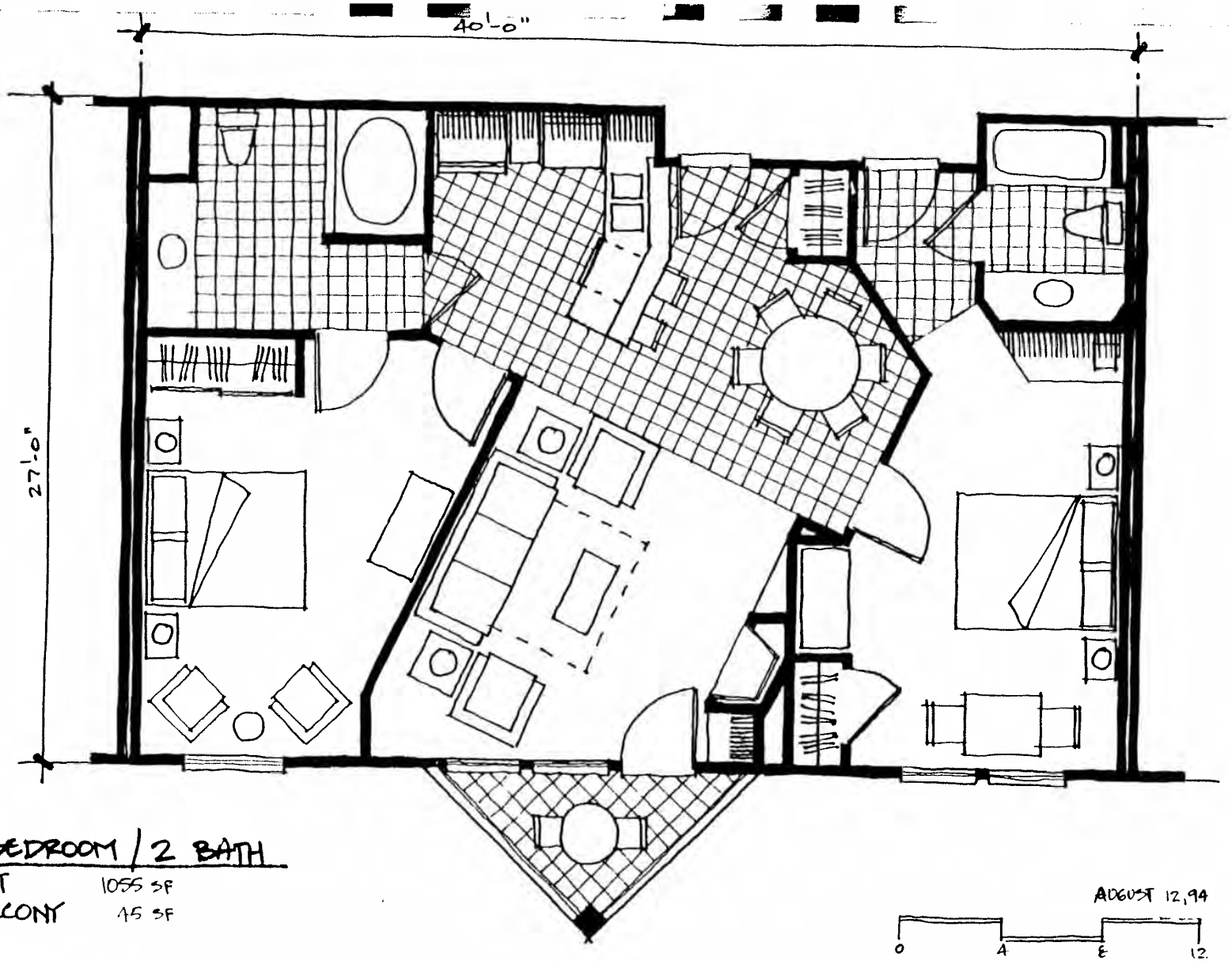
1. STPUD Future Sewer Connections Plan Final EIR/EIS prepared by EIP Associates, and dated May, 1995.

SOUTH ELEVATION
PREPARED BY STEVELL X CONSULTANTS INC FOR KOAR AND ARGOYT
EMBASSY VACATION RESORT at LAKE TAHOE
South Lake Tahoe
California

CH/ja

AGENDA ITEM: VI.B.

EMBASSY VACATION RESORT
LAKE TAHOE
California



2 BEDROOM / 2 BATH

UNIT	1055 SF
BALCONY	45 SF

AUGUST 12, 94

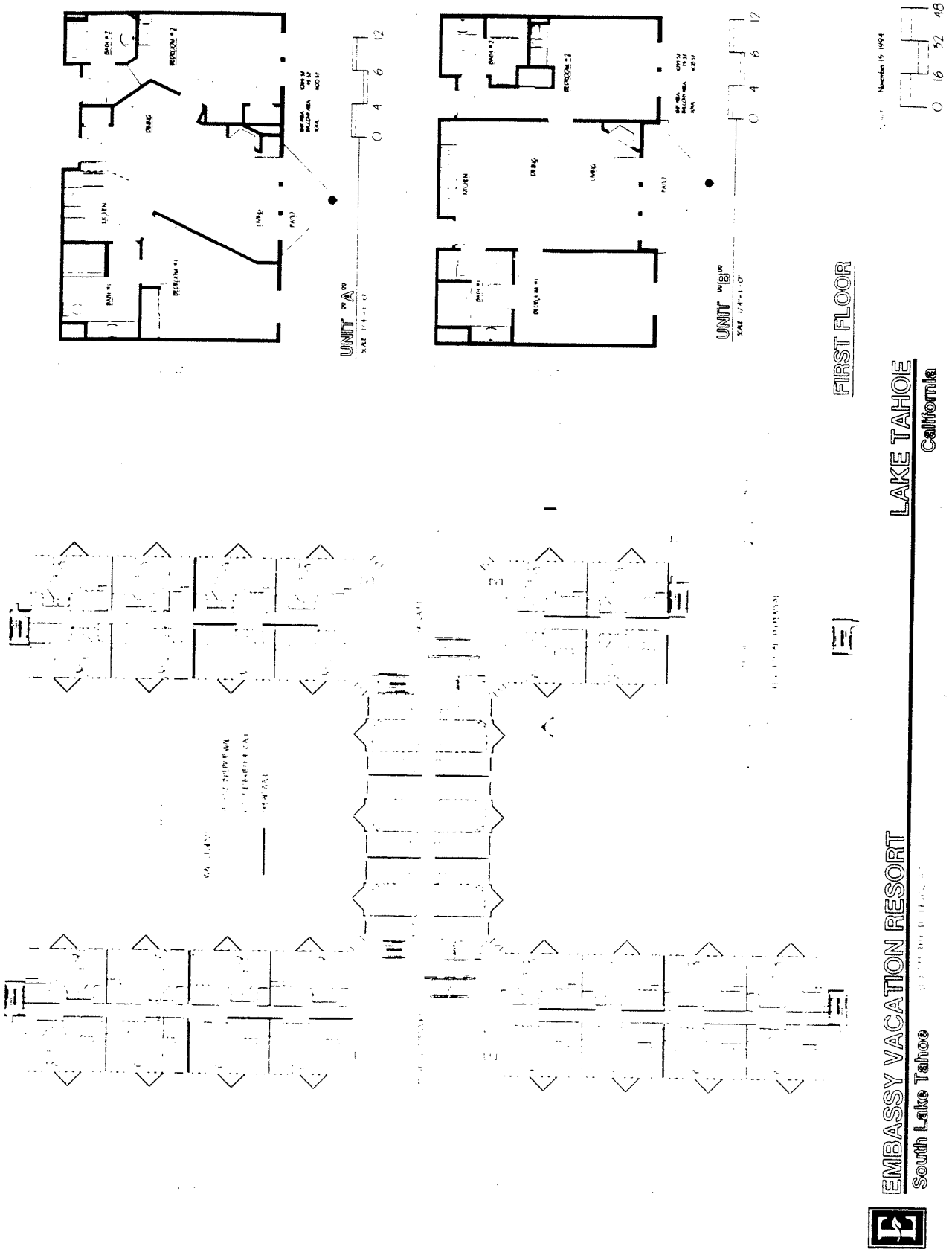
0 4 8 12

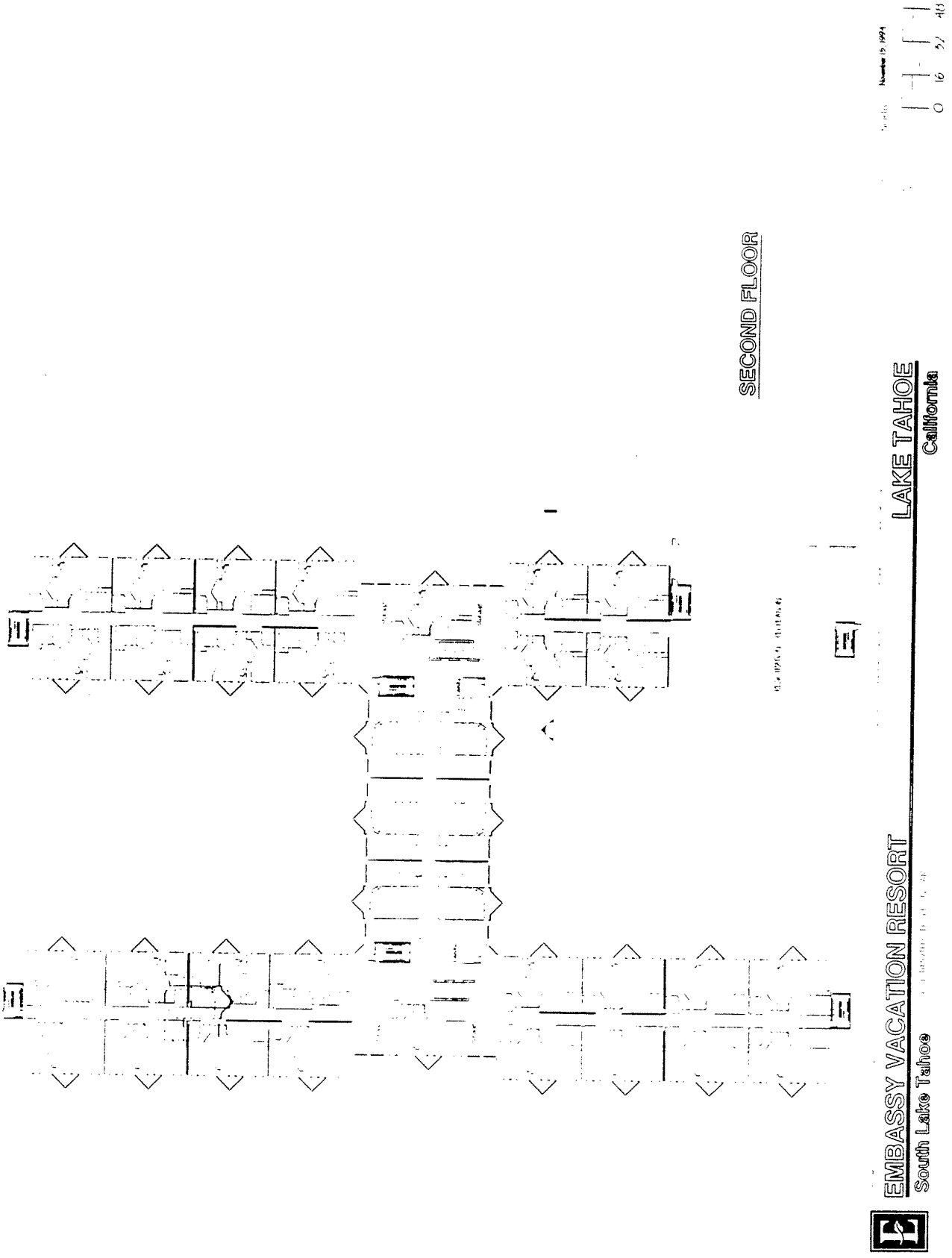
PREPARED BY: LEVEL EX CONSULTANTS, INC FOR KOAR AND ARGOSY

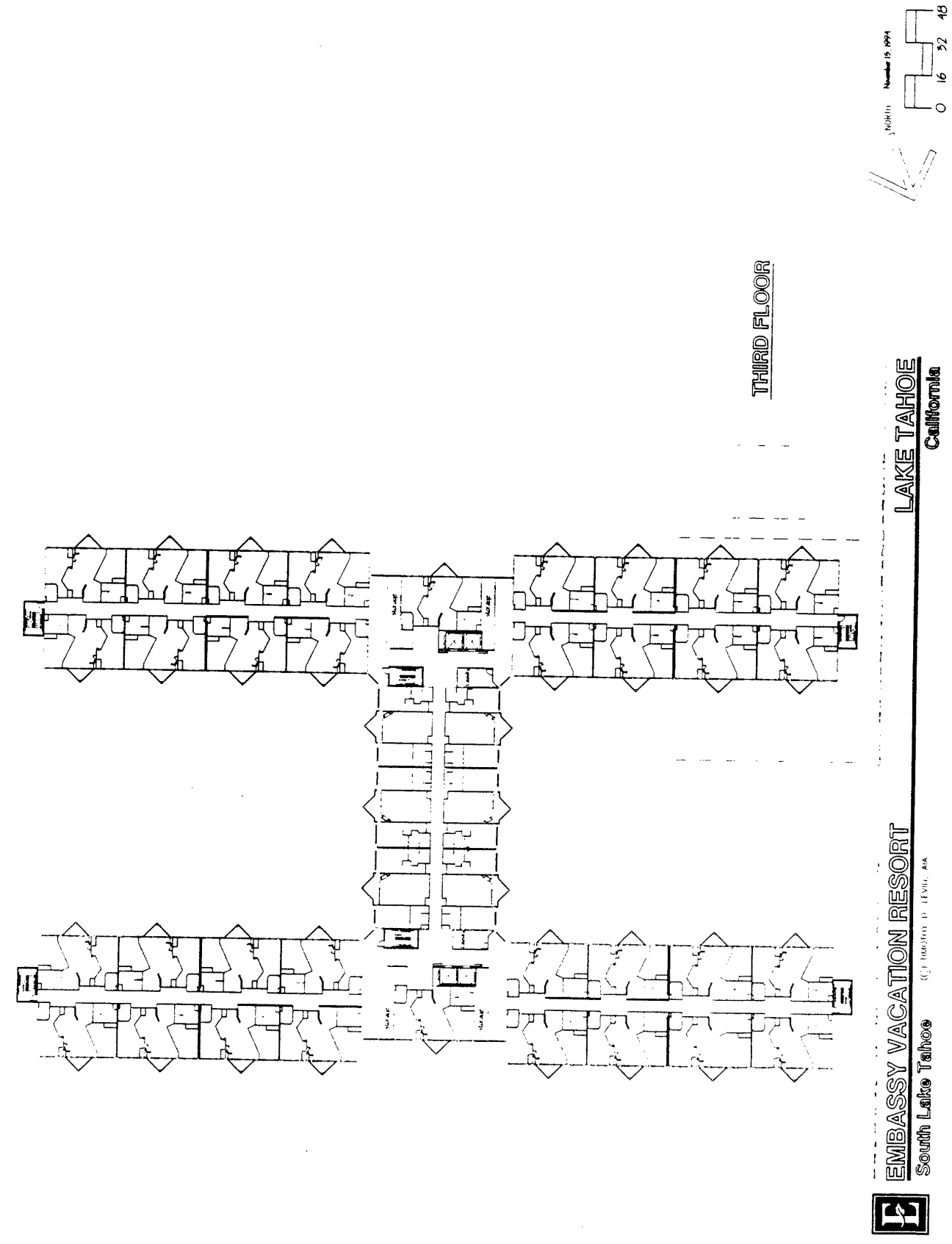
EMBASSY VACATION RESORT at LAKE TAHOE

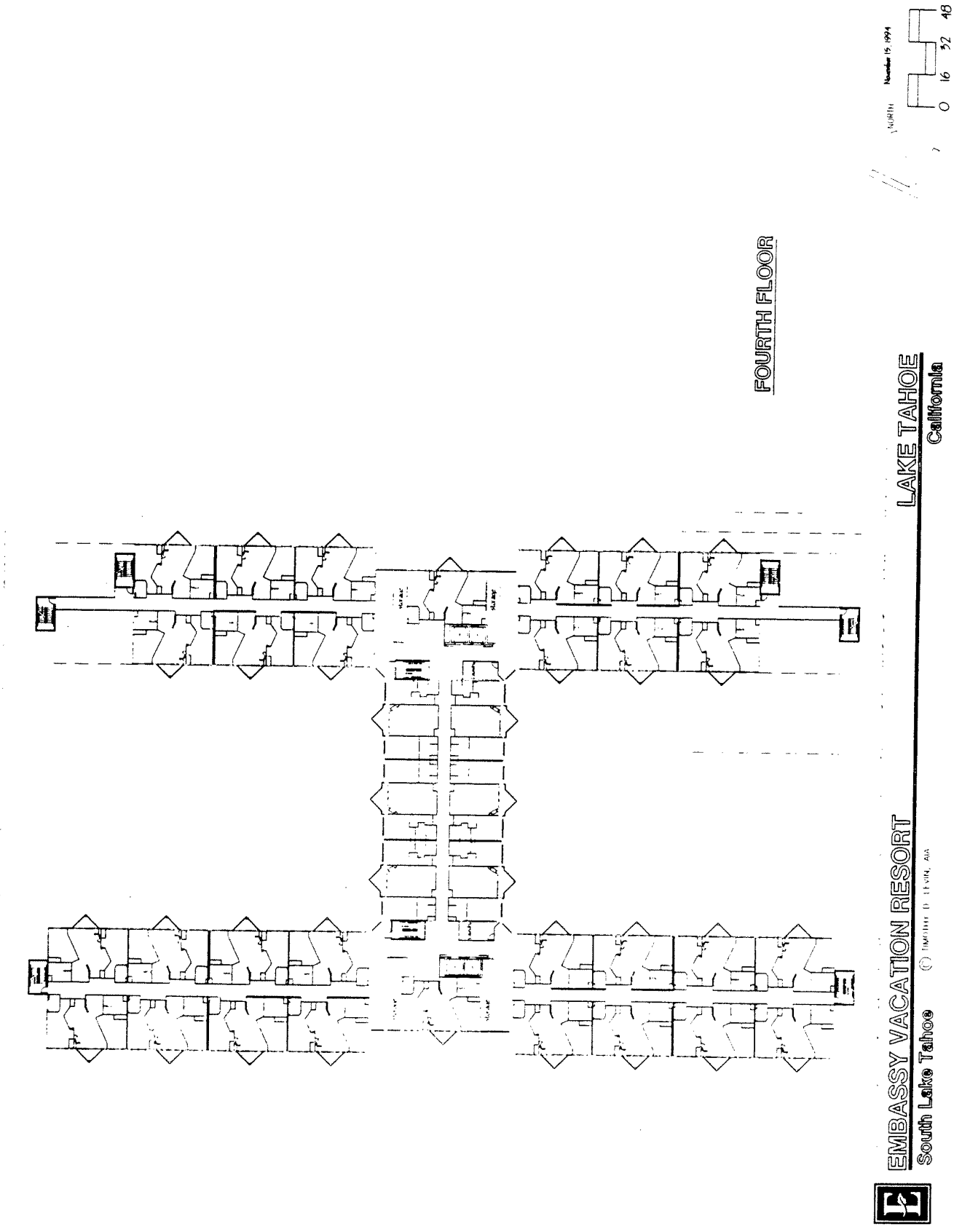
South Lake Tahoe California

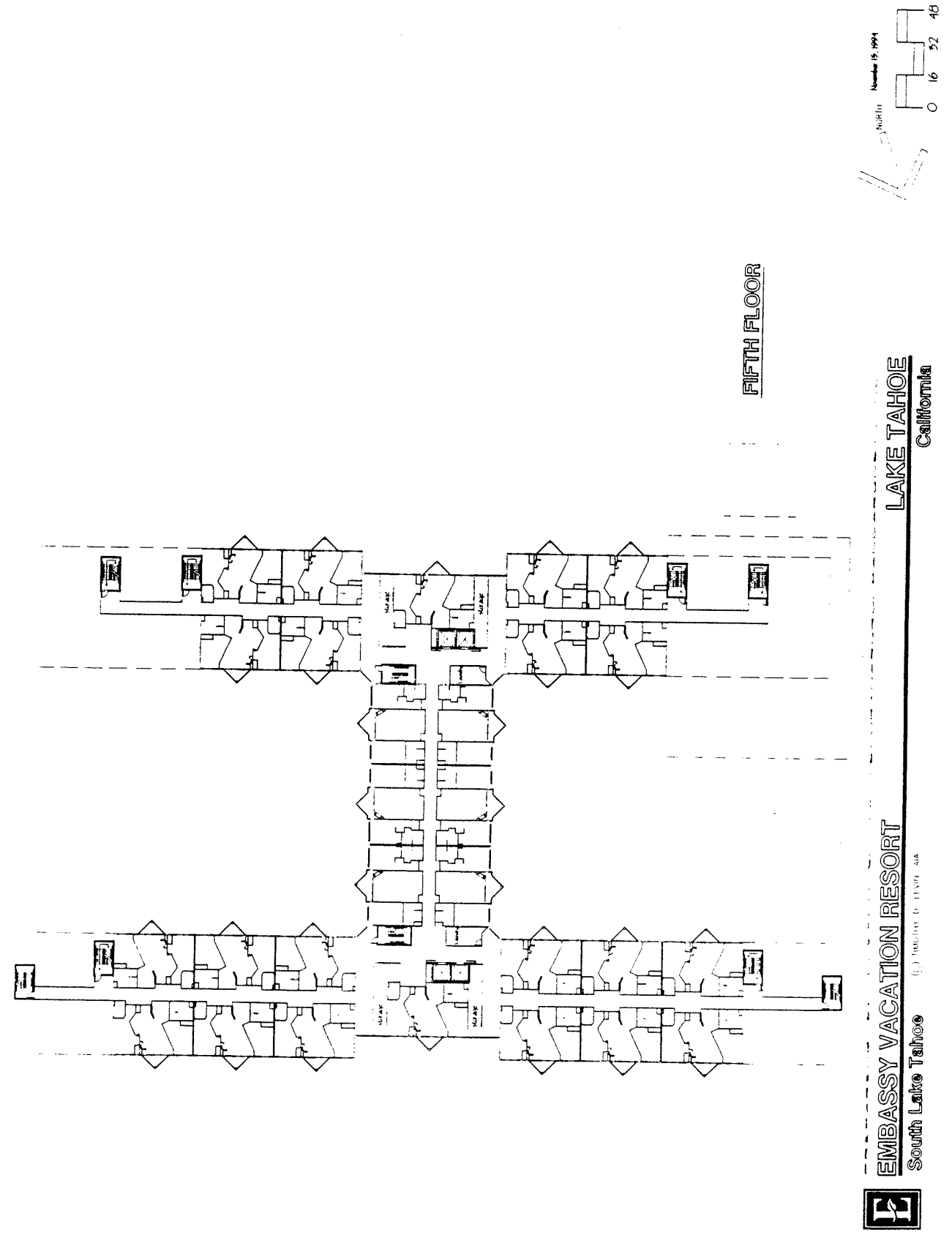
© COPYRIGHT 1994 JEFF I. LEVIN AIA AUGUST 1994

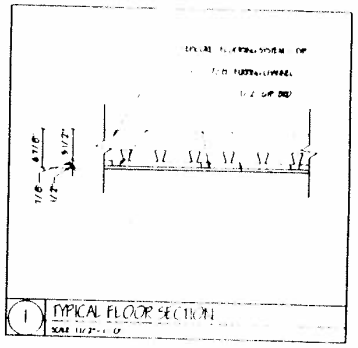

UNIT 'A'
UNIT 'B'
FIRST FLOOR
EMBASSY VACATION RESORT
South Lake Tahoe
LAKE TAHOE
California

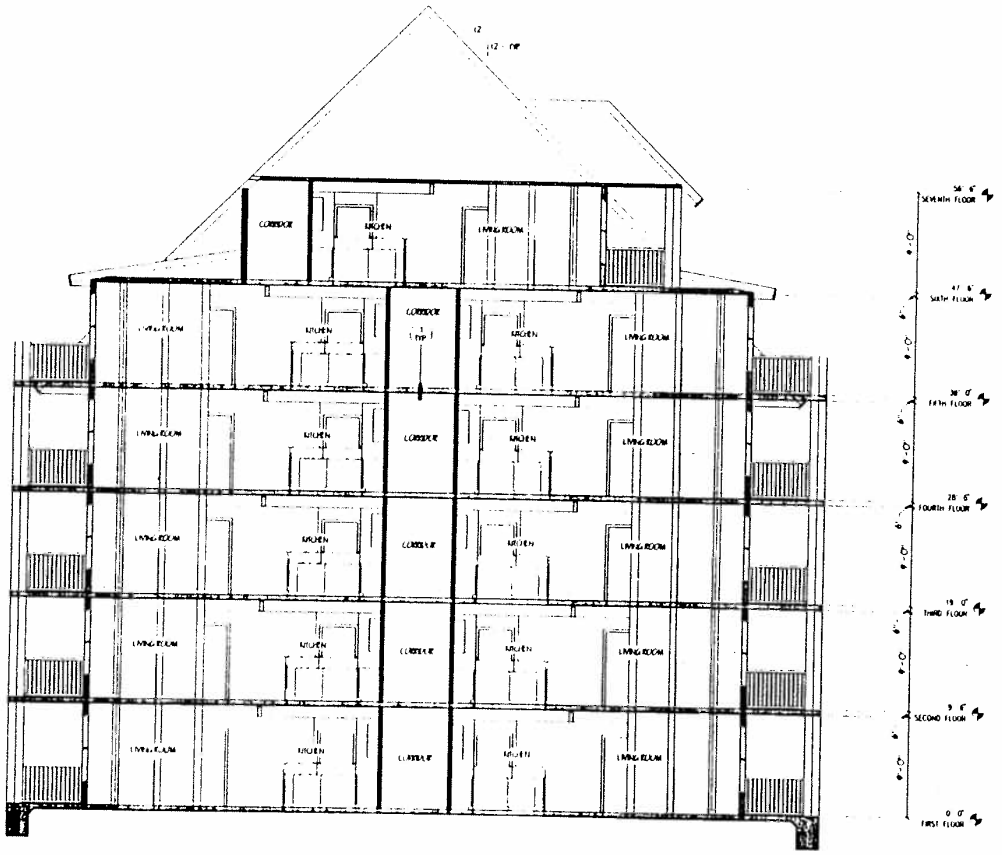

SECOND FLOOR
EMBASSY VACATION RESORT
South Lake Tahoe
LAKE TAHOE
California


THIRD FLOOR
EMBASSY VACATION RESORT
South Lake Tahoe
LAKE TAHOE
California
0 16 32 48


FOURTH FLOOR
EMBASSY VACATION RESORT
South Lake Tahoe
LAKE TAHOE
California
0 16 32 48


FIFTH FLOOR
EMBASSY VACATION RESORT
South Lake Tahoe
LAKE TAHOE
California
NORTH
0 16 32 48





SECTION A-A

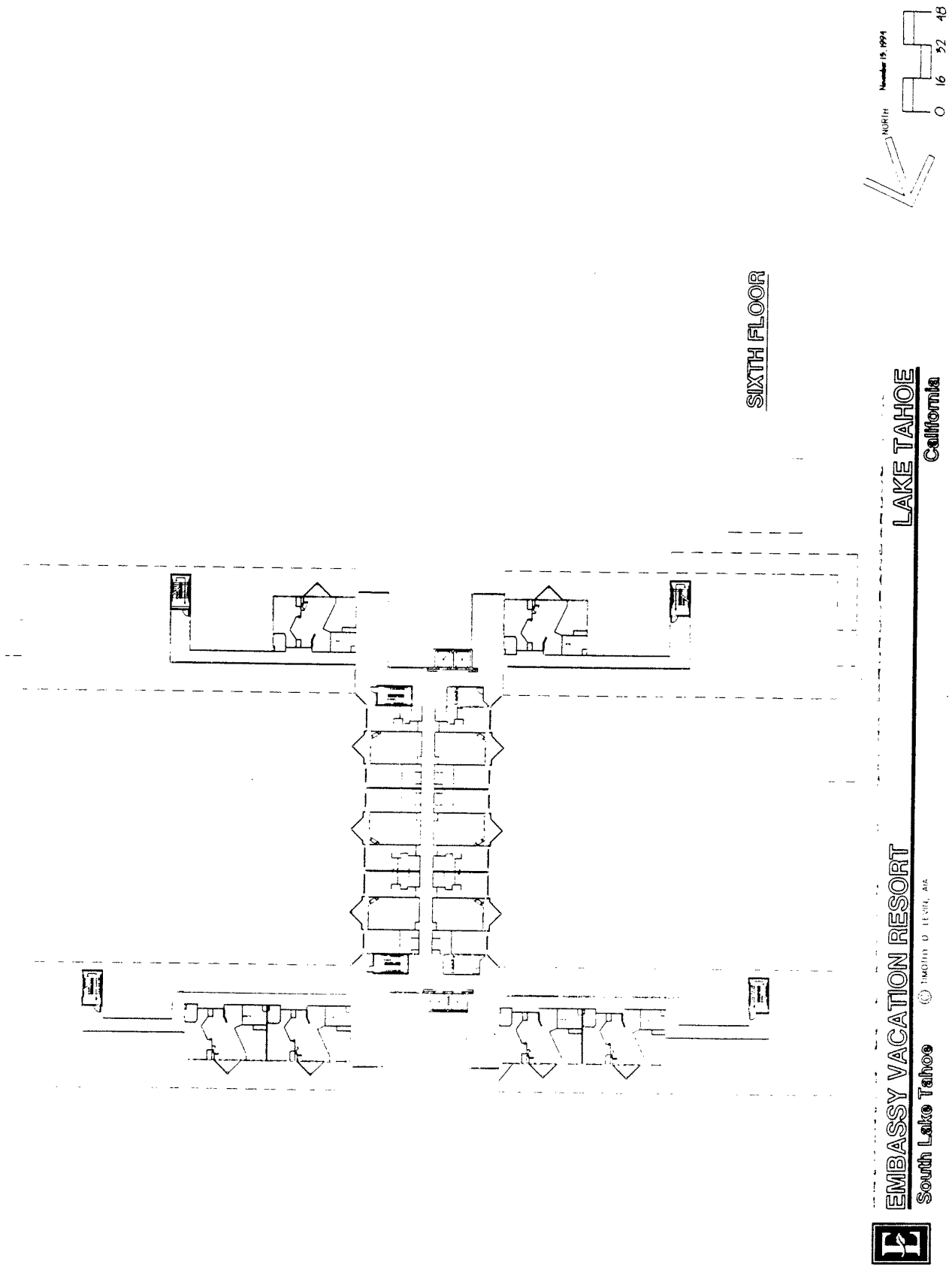
EMBASSY VACATION RESORT
South Lake Tahoe

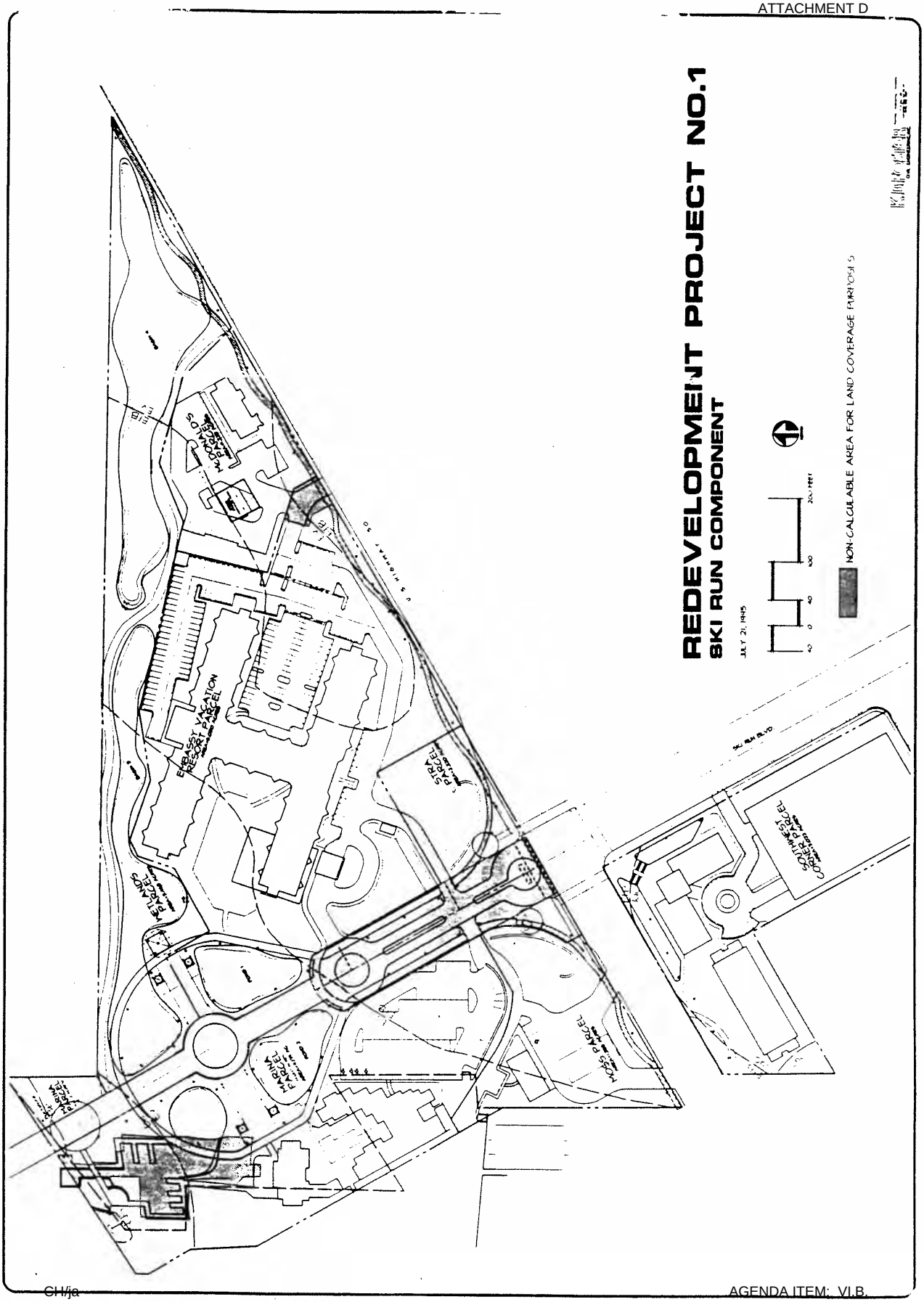
© TIMOTHY D. LEVIN, AIA

LAKE TAHOE
California

November 15, 1994

0 4 8 12


SIXTH FLOOR
EMBASSY VACATION RESORT
South Lake Tahoe
LAKE TAHOE
California
NORTH
November 15, 1994
0 16 32 48



CH/ja

AGENDA ITEM: VI.B.

The following is a list of the specific road, other physical improvements and other contributions that are required by each of the Project Proponents which in addition to each Project Proponents' contribution to the CTS Mitigation Fund is collectively called the "CTS MITIGATION PROJECT BY THE PROJECT PROPONENTS", which consists of the following:

A. PARK AVENUE PROJECT.

(i) The project's contribution to the CTS Mitigation Fund;

(ii) Construction of an intermodal transit facility sited at U.S. Highway 50 and adjacent to the East property line of the Embassy Suites Hotel. This facility shall be constructed to facilitate the CTS and a future fixed guideway system in accordance with proposition 16.

(iii) Construction of "Transit Lane" from Van Sickle Road to U.S. Highway 50;

(iv) Realignment of Park Avenue and widening of its entire length from two to three lanes (ie. one lane each way and one center turn lane);

(v) Reconstruction of Van Sickle Road to City Standards from Park Ave to the East property line of the Embassy Suites Hotel;

(vi) Provision of a light rail transit easement parallel to and along the mountain side of U.S. Highway 50 from the East property line of the Embassy Suites Hotel to Pioneer Trail; and

(vii) Construction of a free right hand turn lane from Pioneer Trail onto U.S. Highway 50 eastbound, construction of a new lane along and on the mountain side of U.S. Highway 50 from Pioneer Trail to Park Avenue, and construction of a free right hand turn lane from U.S. Highway 50 onto Park Avenue along with all necessary signalization and traffic controls.

B. HEAVENLY SKI RESORT.

(i) The project's contribution to the CTS Mitigation Fund;

(ii) Continued operation of the existing winter bus fleet and additional operation of some portion of that same bus fleet in the summer as part of the CTS; and

(iii) Construction of the proposed Gondola, which effectively mitigates DVTE, DVMT, and intersection LOS for the majority of the Heavenly Ski Resort ongoing projects as

more particularly set forth in the Heavenly Ski Resort Draft Master Plan and its Draft EIR/EIS/EIS.

C. SKI RUN COMPONENT OF REDEVELOPMENT PROJECT #1.

(i) The project's contribution to the CTS Mitigation Fund;

(ii) The construction of a second left turn lane on the northbound approach of Ski Run Boulevard at U.S. Highway 50 and the construction of a separate right turn lane on the eastbound approach of U.S. Highway 50 at Ski Run Boulevard along with all necessary signalization and traffic controls; and

(iii) Provision of a light rail transit easement by each subcomponent parcel owner of the Ski Run Component of Redevelopment Project #1 adjacent to and along the lake side of U.S. Highway 50 from the West property line of Tahoe Meadows to the East property line of Tahoe Beach and Ski.

D. SOUTH TAHOE PUBLIC UTILITY DISTRICT.

(i) The project's contribution to the CTS Mitigation Fund; and

(ii) Commencing May 24, 1995, STPUD shall pay to TRPA an amount equal to 5% of all sewer connection fees permitted by STPUD's "Future Connection Facilities Plan," as previously determined by the TRPA Governing Board. These fees shall be utilized by TRPA to fund operational and capital expenses associated with the CTS and TRPA shall provide STPUD with an annual accounting of all funds paid by STPUD to TRPA in accordance with this Agreement. Payment to TRPA shall be made on or before December 31 of the year in which the connections have been made.

C:\WP51\9324\25MOU02.EXH
August 24, 1995 11:10am

CH/ja

PARTICIPATION AGREEMENT TO IMPLEMENT A COORDINATED TRANSIT SYSTEM AT SOUTH LAKE TAHOE

Dated: May 1, 1998

TABLE OF CONTENTS

Page:

RECITALS 1
1.0 Definitions 6
1.1 Air Quality Mitigation Credits 6
1.2 Compact 6
1.3 Coordinated Transit System 6
1.4 Coordinated Transit System Management Company 6
1.5 CTS Ground Operations 6
1.6 CTS-MOU 6
1.7 Initial Term 6
1.8 Participating Casinos 6
1.9 Private Transit Providers 6
1.10 Public Parties 7
1.11 Public Transit Providers 7
1.12 TRPA Regional Transportation Plan 7
1.13 TRPA Short Range Transit Program 7
1.14 Tahoe Transportation District 7
1.15 Vehicle Miles Traveled 7
2.0 Term 7
2.1 Early Withdrawal 7
3.0 Entity Formation 7
3.1 Designated Representative 8
4.0 CTS Start Up Capital 8
5.0 Contributions to CTS-MCO 8
5.1 Initial Contribution of Casino Vehicles 8
5.2 Additional Casino Vehicle Requirements 9
5.3 Initial Casino Vehicle Replacement Reserve 9
5.4 Ongoing Casino Vehicle Replacement Contribution 9
5.5 Vehicle Replacement Reserve 9
5.6 CPI Adjustment for Vehicle Replacement and Reserves 10
5.7 Existing Rolling Stock Owned by Private Parties 10
5.7.1 Acceptance of Existing Private Rolling Stock 10
5.7.2 Vehicle Inspections 10
5.7.3 Return of Private Contributed Rolling Stock 10
5.7.4 Upgrade of Vehicles 11
5.8 HSR Rolling Stock (First Two Years) 11
5.8.1 HSR Rolling Stock (After Year Two) 12
5.8.2 Ongoing HSR Vehicle Replacement Reserve 12

Page:

5.9 Initial Contribution of Publicly Owned Rolling Stock, Buildings and Other Capital Assets 12
5.9.1 Replacement of Publicly Owned Vehicles and Capital Assets 13
5.9.2 Transit Grant Funding 13
5.9.3 Additional Grant Funding 13
5.9.4 No Public Entity General Fund Contribution 13
5.10 Contribution of Annual Operating Funds 14
5.11 Operating Shortfall 14
6.0 Participating Casinos "First Drop" Subscription 15
6.1 First Drop Annual Budget 15
6.2 Fares 15
6.3 Subsequent Casino Participation 15
6.4 Unallocated Shares 16
7.0 Air Quality Mitigation Credits 16
7.1 Banking of Mitigation Credits 17
7.2 Reimbursement of AQMC's Upon Early Termination 17
8.0 CTS-MCO Management 17
8.1 Board of Directors 17
8.2 Voting Shares 17
8.3 Composition of Board of Directors 17
8.4 Quorum 18
8.5 Powers of CTS-MCO 18
8.5.1 Committees and Subcommittees 18
8.5.1.1 Operations Committee 18
8.5.1.2 Casino Transit Performance Subcommittee 19
8.5.1.3 Ski Transit Performance Subcommittee 19
8.5.1.4 Public Transit Performance Subcommittee 19
8.5.1.5 Special Needs Subcommittee 19
8.5.1.6 Vehicle Evaluation Subcommittee 19
8.5.1.7 Marketing Subcommittee 19
8.5.1.8 Advertising Committee 19
8.6 Executive Director 20
9.0 Performance Standards 20
9.1 General Performance Standards 20
9.2 Casino Transit Level of Service Standards 20
9.3 Ski Transit Level of Service Standards 20
9.4 Public Transit Level of Service Standards 20
10.0 Non-Competition 20

Page:

10.1 Permitted Transit Activities 21
11.0 Implementation 21
12.0 Accounts and Reports 21
12.1 Financing - Fiscal Year 21
12.2 Initial Operating Capital 21
12.3 Annual Financial Support 21
13.0 Early Withdrawal 22
13.1 Withdrawal 22
14.0 Operating Contractor 23
15.0 Insurance 23
16.0 Hold Harmless 24
17.0 Winding Up 25
17.1 Disputed Value 25
17.2 Final Distribution 26
18.0 Admission of New Non-Casino Members 26
19.0 Parties Liability 26
20.0 Notices 26
21.0 General Provisions 28
21.1 Authority to Enter Into Agreement 28
21.2 El Dorado County Representative 28
21.3 Successor and Assigns 28
21.4 Waiver 28
21.5 Counterparts 28
21.6 Entire Agreement 28
21.7 Partial Invalidity 29
21.8 Legal Representation 29
21.9 Arbitration of Disputes 29
21.10 Applicable Law 29
21.11 Assignment 29

PARTICIPATION AGREEMENT TO IMPLEMENT A COORDINATED TRANSIT SYSTEM AT SOUTH LAKE TAHOE

HEAVENLY VALLEY, a limited partnership, dba HEAVENLY SKI RESORT (HSR), HARVEY'S TAHOE MANAGEMENT COMPANY, INC., LAKE TAHOE (HARVEY'S), HARRAH'S HOTEL CASINO, LAKE TAHOE (HARRAH'S), HORIZON HOTEL AND CASINO (HORIZON), LAKESIDE INN AND CASINO (LAKESIDE) (the Private Parties), THE CITY OF SOUTH LAKE TAHOE (CSLT), EL DORADO COUNTY, THE TAHOE TRANSPORTATION DISTRICT, and the TAHOE REGIONAL PLANNING AGENCY (TRPA) (the Public Parties), (the public and private parties are collectively referred to as the Parties) hereby agree effective as of May 1, 1998, as follows:

RECITALS

A. On October 1, 1995, certain parties executed that certain Memorandum of Understanding Creating a Public/Private Agreement to Mitigate Traffic and Air Quality Impacts by implementing certain elements of the Tahoe Regional Planning Agency Short-Range Transportation Program (CTS-MOU); and

B. The implementation thereof is based upon the public/private cooperative implementation of a fixed route and demand driven transit system described in that CTS-MOU as a Coordinated Transit System (CTS); and

C. The CTS-MOU describes a separate Participation Agreement to be entered into by and between the parties operating private demand driven transit systems, and those operating significant public transportation systems.

D. The private transit providers include HSR, HARVEY'S, HARRAH'S, HORIZON and LAKESIDE. (HARVEY'S, HARRAH'S, HORIZON and LAKESIDE are sometimes referred to as the "Participating Casinos".)

E. The public transit providers and local jurisdictions identified in the CTS-MOU include the CSLT, DOUGLAS COUNTY, and EL DORADO COUNTY.

F. On December 18, 1996, HSR, Harvey's, Harrah's, Lakeside, CSLT, Douglas County, El Dorado County, Area Transit Management, and TRPA executed that certain Memorandum of Understanding by and between Phase I Stakeholders Concerning Implementation of certain elements of the Tahoe Regional Planning Agency Short-Range

Transportation Program.

G. It is the intention of the Parties to create a voluntary public/private partnership to accomplish the cooperative implementation of an enhanced and coordinated public and private transit system on the South Shore in order to assist in the achievement and maintenance of TRPA's environmental thresholds, including without limitation, the air quality thresholds for vehicle miles traveled (VMT) and traffic volume reductions, in conjunction with certain proposed and pending projects and plans.

H. The Tahoe Regional Planning Compact (Compact), Article V, requires TRPA to adopt a regional plan, with a transportation element, which reduces dependency on the private automobile.

I. TRPA adopted a Regional Transportation Plan (RTP) in 1992, that was reaffirmed in 1994, which is designed to meet the mandates of the Compact, and the applicable air quality standards and thresholds. The TRPA air quality and transportation thresholds and the RTP are designed to reduce the VMT in the Region and to reduce traffic volumes on U.S. Highway 50, thereby reducing traffic congestion and improving traffic conditions.

J. The Tahoe Transportation District (TTD) is a Special Purpose District created by Article IX of the Compact. The TTD has broad and exclusive jurisdiction to coordinate and operate a regional transit system within the Lake Tahoe Basin and is qualified and eligible to apply for and receive state and federal grants.

K. TRPA has adopted several plans and approved project permits which incorporate elements of the RTP and which seek to further implement the transit provisions of the RTP, including the Short-Range Transit Program (SRTP).

L. Specifically, TRPA considers implementation of the RTP and the SRTP to be crucial to the achievement of TRPA's air quality and transportation goals, especially those relating to VMT and traffic volume reductions, and cooperative efforts between the Parties is an effective way to maximize the resources of the Region.

M. Various environmental and planning documents have studied the potential impacts of further development within the South Shore, including but not limited to:

1. The May, 1989, South Lake Tahoe Redevelopment Demonstration Plan and accompanying certified EIR/EIS;

2. The 1989 EIR/EIS certified for Redevelopment Project No. 1;

3. The 1995 certified EIR/EIS for the South Tahoe Public Utility District sewer connection facilities plan;

4. The 1996 certified supplement to the EIR/EIS for Redevelopment Project No. 1 (the Ski Run component);

5. The 1996 certified EIR/EIS for the Heavenly Ski Resort Master Plan;

6. The 1996 certified EIR/EIS for the Park Avenue project;

7. The 1997 draft EIR/EIS for Redevelopment Project No. 3.

N. Additional studies and plans have been specifically prepared in connection with the implementation of an enhanced and coordinated public and private transit system on the South Shore and are attached hereto and incorporated herein as the following exhibits:

Exhibit 1	The Draft Final Report: South Shore Transit Coordination/Expansion Study, March 22, 1995
Exhibit 2	The final draft South Shore CTS Implementation Plan, September 14, 1995
Exhibit 3	Coordinated Transit System Stakeholder Analysis, Final Report, December 30, 1996
Exhibit 4	Final CTS Operating Plan March 23, 1998

O. Additional exhibits are attached hereto and made a part hereof and have been prepared to facilitate implementation of this Agreement. The additional exhibits are:

Exhibit 5	CTS Vehicle Parameters
Exhibit 6	Coordinated Transit System Air Quality Mitigation Credit Program
Exhibit 7	CTS-MCO Organizational Chart

Exhibit 8	CSLT Capital Asset Contributions (CSLT Inventory List)
Exhibit 9	Douglas County Capital Asset Contributions
Exhibit 10	El Dorado County Capital Asset Contributions
Exhibit 11	Tahoe Transportation District Capital Asset Contributions
Exhibit 12	HSR Vehicle Inventory

P. The Parties agree that implementation of a transit program is desirable to address localized traffic impacts and that the joint and cooperative implementation of the CTS in the South Shore area is consistent with the Compact's goal of reducing dependency on the private automobile and is consistent with the RTP and SRTP.

Q. The Parties acknowledge the implementation of the CTS will be a foundation for the evaluation, design and implementation of a fixed guideway system in accordance with Proposition 116, Cal. Public Utilities Code, §§ 9960, et seq. (Prop. 116). This Agreement does not make the Parties responsible for the implementation and financing of a fixed guideway system.

R. The Parties intend by this Agreement to create a public/private partnership to implement the CTS and the Public Parties acknowledge that the implementation thereof satisfies an agreed upon package of air quality and traffic mitigation for the South Tahoe Public Utility District Future Sewer Connections Facilities Plan, modification of the previously permitted Ski Run component of Redevelopment Project No. 1; Heavenly Ski Resort's Master Plan; and the Park Avenue project sited at the intersection of U.S. Highway 50 and Park Avenue.

S. The goals of the CTS are:

1. Provision of a unified transit system for both visitors and residents on the South Shore;

2. Implementation of a predominately market/demand driven, rather than schedule driven, transit system;

3. Creation and maintenance of a transit system that treats all passengers

as guests;

4. Creation of a passenger interactive transit system that stands for, and promotes, the convenience of its passengers/guests;

5. Achievement of significant VMT reductions and reduced traffic volumes on U.S. Highway 50 consistent with the TRPA air quality thresholds; and

6. Identification of other sources of funding and contributions beyond those required hereunder by each of the Parties to fund the long term operating and capital costs of the CTS.

T. This Agreement evidences a substantial commitment by the Public and Private Parties to implement a unified transit system within the CTS service area to achieve the significant reductions in VMT and traffic volumes on U.S. Highway 50 mandated by Article V of the Compact and TRPA's air quality and transportation thresholds. The success of this unified transit system depends on broad-based participation and support, together with a governmental regulatory structure which will assure fair and efficient public transit service consistent with the environmental protection mandates of the Tahoe Regional Planning Compact. The power of TRPA to adopt a transportation plan for the region under Article V(c)(2) of the Compact and the power of the TTD to own and operate a public transportation system to the exclusion of all other publicly owned transportation systems in the region authorizes these agencies working jointly to exercise regulatory authority as required to meet the terms of this Agreement and the Compact. For the term of this Agreement, TRPA and TTD shall exercise their governmental powers to promote public and private participation within the CTS service areas.

U. In further recognition of the cooperative commitment, the TRPA Governing Board hereby agrees that the Participating Casinos, El Dorado County and Douglas County shall be awarded TRPA Air Quality Mitigation Credits (AQMC) which may be immediately utilized by a Participating Casino, El Dorado County and Douglas County or banked for future use or transfer, as more fully set forth in Sections 7.0 to 7.2 hereof. HSR and the CSLT are not eligible to receive AQMC since their participation in the CTS system is in satisfaction of pre-existing permit obligations.

V. To implement and operate the CTS, the TTD shall contract with the CTS-MCO. CTS-MCO shall be the manager of the CTS. Pursuant to CTS-MCO's contract with the TTD, CTS-MCO shall contract with a transit provider(s)/dispatcher(s) to provide the transit services described in the CTS Operating Plan, Exhibit "4" hereof.

W. The foregoing recitals acknowledge certain regulatory goals and objectives pertaining to, among other things, Prop. 116, a Fixed Guideway System, the possible imposition of parking fees on existing properties sited within the CTS service area, as well as the general provisions of the CTS-MOU. The parties herein reserve their right to support, contest, and/or remain neutral with respect to the foregoing except to the extent a party is a signatory to the CTS-MOU and agreed otherwise.

NOW, THEREFORE, IT IS AGREED:

1.0 Definitions.

1.1 Air Quality Mitigation Credits (AQMC): Air Quality Mitigation Credits means offsets against TRPA's air quality mitigation fee assessed to mitigate quality impacts pursuant to Section 93.3D of the TRPA Code of Ordinances.

1.2 Compact: The Tahoe Regional Planning Compact, as amended and set forth in California Government Code Section 66801, Nevada Revised Statutes Chapter 277.200, are public law 96-551, 94STAT.3233 (December 19, 1980).

1.3 Coordinated Transit System: A public/private cooperative transit system incorporating fixed route and demand driven transit systems.

1.4 Coordinated Transit System Management Company (CTS-MCO): A not for profit Nevada corporation formed to transact the business of implementing, operating and managing the CTS system.

1.5 CTS Ground Operations: The date the CTS-MCO provides transit services for public ridership.

1.6 CTS-MOU: Coordinated Transit System Memorandum of Understanding Creating a Public/Private Agreement to Mitigate Traffic and Air Quality Impact dated October 1, 1995.

1.7 Initial Term: The two year period commencing upon the CTS-MCO's implementation of public transit.

1.8 Participating Casinos: Harvey's, Harrah's, Horizon and Lakeside.

1.9 Private Transit Providers: Heavenly Ski Resort (HSR); Harvey's Tahoe Management Company, Inc. (Harvey's); Harrah's Hotel Casino (Harrah's); Horizon Hotel

and Casino (Horizon); and Lakeside Inn and Casino (Lakeside).

1.10 Public Parties: City of South Lake Tahoe (CSLT), El Dorado County, The Tahoe Transportation District, and the Tahoe Regional Planning Agency (TRPA).

1.11 Public Transit Providers: City of South Lake Tahoe (CSLT); Douglas County and El Dorado County.

1.12 TRPA Regional Transportation Plan (RTP): A transportation plan adopted by TRPA in 1992, affirmed in 1994, designed to satisfy the requirements of the Compact and the applicable air quality standards and thresholds.

1.13 TRPA Short Range Transit Program (SRTP): The short range transit program adopted by TRPA, incorporating elements of TRPA's RTP, designed to implement the transit elements of the RTP.

1.14 Tahoe Transportation District (TTD): A special purpose district created pursuant to Article IX of the Compact empowered to exercise exclusive jurisdiction to coordinate and operate a regional transit system within the Lake Tahoe Basin.

1.15 Vehicle Miles Traveled (VMT): The total miles traveled by a motorized vehicle, or a number of motorized vehicles, within a specific area or over a specified period of time.

2.0 Term. The term of this Agreement shall be five (5) years from the commencement of the CTS ground operations and shall thereafter renew for successive one-year terms unless a Party or Parties provide notice of their intent to terminate not less than 120 days prior to expiration of the initial five-year term or any successive one-year term. For the purposes of this Agreement, "the commencement of the CTS ground operations" shall mean the commencement of centrally dispatched demand response/flex route transit services by the parties to this Agreement.

2.1 Early Withdrawal The provisions of Section 2.0 notwithstanding, a Party may withdraw from this Agreement after two (2) years from the commencement of CTS ground operations in accordance with Section 13.0 hereof.

3.0 Entity Formation. A not-for-profit Nevada corporation shall be formed to transact the business of the Parties. Articles of Incorporation and Bylaws shall be adopted and approved with the unanimous consent of the Board of Directors. This entity shall transact business as the CTS Management Company (CTS-MCO). The CTS-MCO shall be

an entity separate and apart from the parties to this Agreement.

3.1 Designated Representative. Each Party shall designate at least one (1), but not more than two (2), individuals authorized to transact business on its behalf. Each party appointing a member to the Board of Directors shall designate one alternate member to the Board of Directors authorized to transact business in place and instead of the appointed Board member. The Parties acknowledge that material decisions may require approval of a Parties' Board of Directors, or ownership prior to its authorized representative taking action.

4.0 CTS Start Up Capital. To facilitate the acquisition of the necessary interactive technology, the construction of transit kiosks and additional rolling stock required to implement the CTS System, TRPA has been awarded grant funding in the approximate sum of $1,250,000.00 from the U.S. Environmental Protection Agency. In addition, TRPA has applied for an additional grant from the Federal Transportation Agency in the sum of $1,256,505.00 appropriated to further fund initial CTS capital requirements. The CTS contributions to TRPA from HSR, the Park Avenue Project, Embassy Vacation Resorts, and the South Tahoe Public Utility District totaling approximately $1,124,153.00 shall also be utilized for CTS start up costs. As subsequent CTS project specific contributions are made to TRPA, including but not limited to the on-going STPUD contributions, all such funds shall be utilized to fund the CTS System less any fund administration fees.

5.0 Contributions to CTS-MCO. The Parties shall contribute the capital and vehicles identified in Sections 5.1, 5.2, 5.3, 5.4 and 5.9 and/or operating capital set forth in Section 5.9.

5.1 Initial Contribution of Casino Vehicles. Casinos participating in the CTS System shall contribute seven (7) vehicles (or equivalent avoided lease cost) to the CTS-MCO during the first two (2) years of operations as follows:

Harvey's	3 vans
Harrah's	3 vans
Lakeside	1 van
	7 vans

For each one year of use, the contributing party shall receive a credit of $13,000.00 per vehicle contributed, pursuant to Table L of Exhibit 4, increased annually by the CPI as more fully described in Section 5.5 below. Horizon shall contribute the sum of $13,000.00 per year during the first two years, year two subject to the CPI as set forth above. The contribution by Horizon shall be utilized to lease an additional van for casino service,

resulting in a total of eight (8) vans dedicated to casino service. The decision to sell or lease vehicles to the CTS-MCO shall be at the option of the party making the contribution.

5.2 Additional Casino Vehicle Requirements. A minimum of twelve (12) vehicles are required to provide the levels of service and to meet the casino ridership demand as set forth in Tables A, E and F of Exhibit "4" during the first two years of operation. In addition to the eight (8) vehicles described in Section 5.1 above, CTS federal grants and local mitigation funds shall be used to purchase no less than five (5) new vehicles allocated to CTS casino service.

5.3 Initial Casino Vehicle Replacement Reserve. During the initial two years of this Agreement, in addition to the requirements set forth in Section 5.1, each Participating Casino shall contribute its prorata share (based on "first drop" subscriptions pursuant to Section 6.0, *infra*) toward the replacement reserve for the seven (7) publicly funded vehicles. The replacement reserve contribution is $2,600.00 per vehicle per year adjusted by the CPI pursuant to Section 5.5. Although Horizon has elected to contribute $13,000.00 annually during the initial two (2) years in lieu of a vehicle, Horizon shall also contribute its prorata share of the above-described replacement reserve.

5.4 Ongoing Casino Vehicle Replacement Contribution. Upon the second anniversary of CTS operations, the Participating Casinos' obligation to contribute or fund the eight (8) vehicles set forth in Section 5.1 shall expire, so long as sufficient state and federal grants are secured. If sufficient state and federal grants are not obtained, the Participating Casinos must unanimously agree to continue to contribute in accordance with Section 5.3 above, or alternatively, the Participating Casinos must unanimously agree to modify service and reduce their contributions accordingly. Thereafter, each Participating Casino shall contribute its prorata share (based on "first drop" subscriptions) toward the "local match" replacement reserve for vehicles (initially 12) allocated to casino service as determined annually by the CTS-MCO Board of Directors. This contribution is $2,600.00 per vehicle per year, adjusted by the CPI pursuant to Section 5.6, throughout the term of this Agreement.

5.5 Vehicle Replacement Reserve. After the second anniversary of CTS ground operations, vehicle replacement reserves to the extent available (except the local match required by Section 5.4 above) shall be funded through a combination of operating revenues, state and federal grants and/or matching funds for public transportation, the ongoing casino vehicle replacement reserve required under Section 5.3 and/or capital contributions from new projects. The Parties shall not be obligated to make any contribution for additional replacement reserves during the term of this Agreement absent the unanimous vote of the contributing members.

5.6 CPI Adjustment for Vehicle Replacement and Reserves. Annual calculations pertaining to vehicle values, vehicle replacement reserves and/or "in lieu of vehicle" contributions shall be adjusted upon the first anniversary of this Agreement in an amount equal to the annual cost of living increase reflected in the U.S. Department of Labor Statistics Consumer Price Index for All Urban Consumers, S.F. - Oakland, California (all items), 1967=100, or in the absence thereof, a reasonable substitute for such index. Such escalation shall be according to a formula providing for the multiplication of the last year's change by a fraction, of which the numerator is the most recently published index, and the denominator the index for the month exactly twelve (12) months prior to the numerator index. Annual capital contributions for subsequent years shall be determined in accordance with Section 12.3 hereof. The CSLT and El Dorado County contributions are contingent upon TRPA annual allocation of California State Transportation Development Act funds.

5.7 Existing Rolling Stock Owned by Private Parties. Each Party may sell or lease transit vehicles it owns to the CTS-MCO for use in the CTS for the sum of One Dollar ($1.00) for each vehicle sold or One Dollar ($1.00) per year for each vehicle leased during the initial two year term of this Agreement.

5.7.1 Acceptance of Existing Private Rolling Stock. In accordance with Section 8.5.1.6, a "Vehicle Evaluation Subcommittee" (VEC), utilizing the criteria attached hereto as Exhibit 5, shall evaluate all private rolling stock offered for contribution. The VEC shall determine whether, and upon what conditions, CTS-MCO shall accept existing rolling stock for inclusion in the CTS-MCO fleet. Any party offering rolling stock that has been rejected by the VEC may appeal the VEC's decision to the CTS-MCO Board and the CTS-MCO Board's determination shall be final.

5.7.2 Vehicle Inspections. The VEC may require a third-party inspection of any vehicle offered for sale or lease. Reasonable inspection costs shall be paid for by the party offering the vehicle.

5.7.2.1 Rolling stock accepted for use in the CTS-MCO fleet shall be for an initial minimum term of two (2) years.

5.7.2.2 Existing rolling stock accepted for use shall be maintained at the sole cost and expense of the CTS-MCO or its contractor. The CTS-MCO or its contractor shall ensure that all scheduled and reasonable maintenance shall be performed for each vehicle accepted for use.

5.7.3 Return of Private Contributed Rolling Stock. No rolling stock shall be returned until the term use has expired or this Agreement terminates. If the CTS-MCO

desires to purchase a contributed vehicle, ninety (90) days prior to expiration of the initial term, the CTS-MCO shall give notice to the owner of its interest and the owner shall advise the CTS-MCO within fifteen (15) days if said vehicle is for sale. Terms of sale shall be negotiated and the VEC shall inspect and accept or reject the vehicle within fifteen (15) days.

5.7.3.1 In the event a contributed vehicle is returned after the initial term, the party contributing the vehicle shall acknowledge expiration of the lease term, if leased, or repurchase the vehicle for $1.00, if previously sold to the CTS-MCO.

5.7.3.2 In the event a contributed vehicle is not accepted for use after the initial term, the party contributing the vehicle may authorize the CTS-MCO to trade in the vehicle in exchange for a credit equal to the trade-in value obtained. The trade-in value obtained shall be offset against the contributing party's obligation to contribute ongoing replacement reserve capital for subsequent operating years.

5.7.3.3 All automatic vehicle location equipment, communications equipment, and other equipment purchased by the CTS-MCO and installed on contributed vehicles shall be removed from contributed vehicles at CTS-MCO expense prior to return or trade-in. The CTS-MCO shall, at its cost and expense, repair any damage to vehicles resulting from the installation or removal of required equipment.

5.7.4 Upgrade of Vehicles. In the event the CTS-MCO Board of Directors determines it is within the CTS-MCO's best interest to replace a contributed vehicle during the initial term, the party that contributed the vehicle(s) may elect to receive a credit equal to the trade-in value of the vehicle, to the extent the trade-in value exceeds $13,000.00 (as adjusted in accordance with the CPI described in Section 5.6 above). Any trade-in surplus shall be credited during the year of the transaction against the parties' annual operating funding obligation described in Section 5.10 below. Alternatively, the party that contributed the vehicle(s) may repurchase the vehicle for $1.00 and furnish a replacement or, if leased to CTS-MCO, terminate the lease in exchange for payment to CTS-MCO equal to $13,000.00, prorated over the unexpired term of use.

5.8 HSR Rolling Stock (First Two Years). For the first two years of CTS ground operations, HSR shall furnish all vehicles necessary to maintain CTS skier service to HSR locations. Initially, HSR shall retain title to its rolling stock along with the financial responsibility for the provision of the vehicles necessary to provide the CTS service prescribed in Exhibit 4. HSR rolling stock shall display the "Heavenly" logo in the style and dimensions as determined by HSR. HSR vehicles utilized during non-ski operations shall also display CTS-MCO identification in a form and dimension agreed upon between HSR and the CTS-MCO. Nothing herein shall be construed as imposing any additional mitigation

requirements upon HSR in connection with the implementation of its Master Plan, in excess of previously imposed permit conditions and conditions of approval.

5.8.1 HSR Rolling Stock (After Year Two). Upon the second anniversary of CTS ground operations, the vehicles required for skier transport to HSR locations served by CTS shall be funded through a combination of state and federal grants and/or matching funds for public transportation, and an ongoing HSR vehicle replacement reserve as defined under Section 5.8.2 and/or capital contributions from new projects. Title to replacement rolling stock shall be vested in CTS-MCO or the TTD. Replacement HSR rolling stock shall be available for year-round operations and general public service and shall meet the vehicle standard requirements as determined by the CTS-MCO Board from time to time. HSR replacement rolling stock shall bear the CTS paint scheme and standard vehicle identity, consistent with other CTS rolling stock, provided, that during periods of use for skier transport, the replacement rolling stock shall display the "Heavenly" logo in the style and dimensions as determined by HSR and the CTS-MCO. In the event insufficient grant/matching/operating/reserve funds are obtained, HSR shall make up the shortfall in either capital or vehicles necessary to achieve the HSR level of service requirements.

5.8.2 Ongoing HSR Vehicle Replacement Reserve. In addition to the vehicle requirements set forth in Section 5.8 above, HSR shall contribute its prorata share (based on rolling stock requirements for HSR service) of the 20% local match requirement for publicly funded vehicle replacement. The determination to replace HSR service vehicles shall be mutually agreed upon between HSR and CTS-MCO, based upon the need to maintain adequate, efficient, properly functioning and mechanically sound rolling stock in service, at all times. HSR shall deposit the required local match upon confirmation that grant funding for HSR service vehicles has been secured.

5.9 Initial Contribution of Publicly Owned Rolling Stock, Buildings and Other Capital Assets. Each public entity party shall lease or otherwise convey to CTS-MCO or TTD as appropriate for the term of this Agreement the publicly owned rolling stock, transit centers, maintenance buildings and facilities, and other capital assets presently used for transit purposes by the public entity. All such capital assets shall be accepted by CTS-MCO in the condition which they exist as of the date of transfer (damage and excessive physical deficiencies excepted). An asset inspection shall be conducted by the parties in order to document condition exceptions. The public entity shall enter into supplementary agreements or leases with CTS-MCO and/or TTD setting forth the specific terms under which such asset transfers shall occur, the requirements as to the type and amount of insurance coverage to be provided for each such asset and its operation, the standards to which the capital assets are to be maintained and the condition in which the assets will be returned upon termination of this Agreement. CTS-MCO and/or TTD shall assume the financial responsibilities, if

any, of the public entity party if such capital equipment is being acquired by means of a lease purchase agreement or similar financing device in consideration of receipt of the relevant funding source from the public entity party.

5.9.1 Replacement of Publicly Owned Vehicles and Capital Assets. All publicly owned vehicles and other capital assets leased or otherwise conveyed to CTS-MCO and/or TTD as above set forth shall be replaced, if at all, by the contributing public entity party during the term of this Agreement in accordance with its normal and customary practices for such replacement. Specifically, and without limitation, the contributions of the CSLT and TTD to vehicle and other capital asset replacement shall be made exclusively from monies provided by operating revenues, mitigation fees, state, federal and regional governmental entities for transit purposes. No other contribution shall be required by the CSLT or TTD under any circumstance. The CSLT will retain its current 2.5% franchise fee paid by Area Transit Management, as well as any current or future use fees paid by non-CTS public or private transit providers for use of CSLT transit facilities. CTS-MCO compensation for use of CSLT facilities shall be $25,000 per annum and shall be deducted from local transportation funds received by the CSLT each year. The foregoing deduction has been offset from the CSLT contribution outlined in Section 5.10 below.

5.9.2 Transit Grant Funding. All public entity parties shall pass through to CTS-MCO any and all grant monies received for public transit purposes less any reasonable grant administration fees. The CTS-MCO capital reserve set forth in this Agreement shall be available to the public entity parties for use as matching funds for any such grants and to cover the administrative costs of application for such grants if not covered by the grant(s). Each public entity shall be entitled to the use of such capital reserve funds only to the extent of its share of such contributions.

5.9.3 Additional Grant Funding. During the life of the CTS, the TTD, or any successor authority or agency, and all public parties hereto, shall timely apply for applicable state and federal grants, subsidies, and other sources of funding to assist in the acquisition of replacement and additional rolling stock, computer hardware and software, automatic vehicle locators, telecommunications equipment, transit kiosks, bus stop facilities, furniture, fixtures, and other equipment required for the implementation and operation of the CTS system, as well as any funds, if available for operational costs.

5.9.4 No Public Entity General Fund Contribution. Contribution to funding of system operations by the public entity parties shall also be limited to operating revenues received, mitigation fees, and monies provided by other governmental entities for transit purposes. No general fund contributions shall be required by this Agreement for purposes of system operation. The CSLT shall retain a portion of transit operating funds for transit planning in the sum of $33,000 per annum. The CSLT contribution set forth in Section 5.10 below is net of the $33,000 per annum allocated to transit planning.

5.10 Contribution of Annual Operating Funds. The parties listed below shall contribute annual operating funding to the CTS-MCO as set forth in the budget at Page 18 of Exhibit 4. During the initial two years, each party shall contribute operating funding as follows:

Party:	Operating Funding:	Vehicles:
Heavenly	350,000	(See Exhibit 12)
Harvey's	246,740*	3
Harrah's	246,740*	3
Horizon	18,760*	($13,000 in lieu of payment)
Lakeside	18,760*	1
El Dorado County	142,100	(See Exhibit 10)
Douglas County	232,500	(See Exhibit 9)**
CSLT	367,500***	(See Exhibit 8)
	1,623,100	
	(plus $13,000 in lieu)	
Grand total:	1,636,100	

* These sums include the respective parties' annual replacement reserve for the seven (7) publicly funded vehicles to be acquired as more fully set forth in Section 5.2.

** Minimum contribution of two (2) trolleys at date of Agreement.

*** Net after deduction of CSLT facility use fee and transit administration costs.

The parties acknowledge the foregoing sums are preliminary estimates based on Exhibit "4" and shall be subject to revision pursuant to Sections 12.2 and 12.3 hereof. Operating funds shall be contributed quarterly, in advance. Annual calculations pertaining to vehicle values, vehicle replacement reserves and/or "in lieu of vehicle" contributions shall be adjusted upon the first anniversary of this Agreement in an amount equal to the CPI as set forth in Section 5.6 above. Such escalation shall be according to a formula providing for the multiplication of the last year's change by a fraction, of which the numerator is the most recently published index, and the denominator the index for the month exactly twelve (12) months prior to the numerator index. Annual capital contributions for subsequent years shall be determined in accordance with Section 12.3 hereof. The CSLT and El Dorado County contributions are contingent upon the TRPA annual allocation of California State Transportation Development Act funds.

5.11 Operating Shortfall. If insufficient operating revenues, grant funding or new project contributions occurs, the CTS-MCO Board of Directors shall reduce the levels of service provided unless the Parties mutually agree to make additional contributions in order to maintain the existing level of service.

6.0 Participating Casinos "First Drop" Subscription. Unless otherwise unanimously agreed to by Harvey's, Harrah's, Horizon and Lakeside and subject to Section 6.1 below, the Casino drop-off shares during the first two years of this Agreement shall be as follows: Harvey's and Harrah's, 45% each; Horizon and Lakeside, 5% each. Harvey's, Harrah's, Horizon and Lakeside shall be referred to as "Participating Casinos". For the purposes of this Agreement, Casino drop-off shares shall be referred to as "first drops". All CTS transit vehicles delivering passengers to the Casinos shall rotate the first drop-off point at each Participating Casino to assure each Participating Casino the subscribed to percentage of first drops is achieved. First drops shall be monitored in accordance with Page 14 of Exhibit 4.

6.1 First Drop Annual Budget. 120 days prior to the initial CTS operating year, the Board of Directors shall identify the annual operating budget required for first drop service (first drop annual budget), and the allocation to each Participating Casino based on subscribed shares. 90 days prior to the second anniversary of implementation of the CTS, each Casino property shall be entitled to re-subscribe for the share of first drops previously subscribed and paid for. Nothing herein shall require a Participating Casino to subscribe for the full amount previously subscribed and paid for, provided, however, the minimum percentage of a first drop share that may be purchased is five percent (5%).

6.2 Fares. Passenger trips originating at a lodging property terminating at a Participating Casino and passenger trips originating at a Participating Casino and terminating at a lodging property shall be subject to the reduced fare of 50¢ for each one-way trip. The parties shall continue to review casino area fare structures and if the Participating Casinos and CTS-MCO Board agree to increase casino area fares, additional fare box revenue resulting therefrom shall be credited against the Casino Operating Funding contributions set forth in Section 5.10 hereof. All other passenger fares shall be in accordance with the Table C of Exhibit 4. The foregoing fares shall be adjusted, from time to time, in accordance with Section 8.5 hereof.

6.3 Subsequent Casino Participation. Non-Participating Casinos have declined to participate in this Agreement and have not subscribed to a first drop share. Vehicles dedicated to Casino service shall not provide service to Non-Participating Casinos. Non-Participating Casinos shall receive service from non-Casino service vehicles operating within the CTS System and Non-Participating Casino guests shall pay the Table C of Exhibit 4 fares for that service. In the event a Non-Participating Casino subsequently elects to participate in this Agreement and subscribe to a first drop share, a Non-Participating Casino may do so subject to the following terms and conditions:

(a) the percentage of first drops available for subscription shall be

determined by the Participating Casinos in their sole and absolute discretion;

(b) the Non-Participating Casino(s) cost to subscribe for a share of the first drops shall be equal to the subscribed to percentage, pro-rated, plus twenty percent (20%);

(c) the Non-Participating Casino(s) shall not receive any Air Quality Mitigation Credits earned by the Participating Casinos under Section 7.1 hereof.

(d) such other terms and conditions as the Participating Casinos deem reasonable.

6.4 Unallocated Shares.

(a) If after the first two years any Casino does not acquire all or at least 5% of their Allocated Share, all unsubscribed shares may be purchased by the Casinos participating in the CTS first drop program in proportion to their existing subscription. In the event a Participating Casino declines to purchase their pro-rata share of first drops, the remaining Participating Casinos may purchase all remaining unsubscribed shares, pro-rata.

(b) If after two years a Participating Casino elects not to purchase an Allocated Share and all shares are thereafter subscribed for that operational year, any Casino that does not purchase at least five percent (5%) of an allocated share shall not participate in the first drop program for that year.

7.0 Air Quality Mitigation Credits. In recognition of the Participating Casinos', El Dorado County and Douglas County's cooperative commitment to contribute capital and/or rolling stock to implement CTS, TRPA shall award each of the foregoing parties Air Quality Mitigation Credits (AQMC) as defined in Chapter 93 of the TRPA Code of Ordinances. The initial AQMC's shall be in an amount equal to each of these initial participants' projected share of vehicle trip reduction forecast for the first five years of the CTS operation. As more fully set forth in Exhibit 6, if during the initial five years, additional vehicle trip reductions occur, the parties shall receive commensurate AQMC's. The initial AQMC's shall be deemed earned upon: (1) the commencement of CTS ground operations; and (2) each of these participants initial contribution pursuant to Section 5.0 hereof. If CTS ground operations continue beyond the initial five-year term, TRPA may extend the credit program.

7.1 Banking of Mitigation Credits. The Participating Casinos, El Dorado County and Douglas County shall be entitled to the use of AQMC's awarded in accordance with Section 7.0 above, or each of these initial participants may bank their AQMC's for use in any future project(s) it may sponsor or may bank the AQMC's for future use or transfer to other parties for their use or transfer. The AQMC's shall be awarded to each of the initial participants in accordance with Exhibit 6 hereof.

7.2 Reimbursement of AQMC's Upon Early Termination. In the event a Participating Casino, El Dorado County or Douglas County elects to terminate participation in the CTS-MCO prior to the fifth anniversary of the commencement of CTS ground operations, the terminating party shall forfeit all unused AQMC's and to the extent utilized, pay to TRPA its prorata share of Air Quality Mitigation Fees pursuant to Chapter 93 of the TRPA Code of Ordinances, due for the unexpired portion of the initial five-year term.

8.0 CTS-MCO Management. The Parties identified in Section 8.3 below shall each appoint a member to the Board of Directors . The Board of Directors shall manage the affairs of the Company. The CTS-MCO Management shall be organized as set forth in Exhibit 7.

8.1 Board of Directors. Each Party to this Agreement shall designate a representative to the Board of Directors. In addition, one Board seat shall be allocated to a representative of Douglas County. Five (5) Board members shall be private party members and the remaining Board members shall be public party Board members. Board member affiliation shall be as set forth in Section 8.3 below. Members of the Board of Directors shall serve without compensation.

8.2 Voting Shares. Each Party shall be entitled to one (1) equal vote. Unless provided otherwise in this Agreement, Members may vote to amend or modify the provisions of this Agreement upon a 2/3's vote, except the composition and number of Board members. The composition and number of Board members may only be altered upon the unanimous vote of the members. Any proposal to amend or modify a provision of this Agreement shall be preceded by no less than fifteen (15) days written notice to the Members.

8.3 Composition of Board of Directors. The Board of Directors shall be composed of a representative from each of the following Parties:

1. HSR
2. Harvey's
3. Harrah's
4. Lakeside
5. Horizon
6. CSLT
7. TRPA (non-voting)
8. TTD
9. El Dorado County

In addition, a representative of Douglas County, as selected by the Douglas County Board of Commissioners, shall serve on the Board of Directors.

8.4 Quorum. A quorum of the Board of Directors shall consist of five (5) voting members, a majority of whom shall be authorized to transact business on behalf of the Company.

8.5 Powers of CTS-MCO. The CTS-MCO is authorized to do, in its own name, all acts necessary for the exercise of such common power for such purposes, including, but not limited to, the following: negotiate and contract with the TTD; submit its recommendation to the TTD for annual operating budgets consistent with its contract with the TTD; make recommendations concerning transit fares for the consideration of the TTD consistent with existing regulatory approvals; approve annual operating budgets consistent with the TTD contract and budget; approve transit fares consistent with existing regulatory approvals; to make and enter into contracts and leases, employ agencies and employees, to acquire, develop, maintain and operate the facilities of the CTS Transit System; to hold or dispose of property, to incur debt, liabilities or obligations and have the power to sue or be sued in its own name. Such powers shall be exercised in accordance with and in furtherance of the purpose of this Agreement. Nevertheless, expenditure of all grant funds is subject to grant conditions and limitations. Notwithstanding the generality of the foregoing, the CTS-MCO shall have no power to bind any of the parties to any monetary obligation whatsoever, unless expressly authorized by the individual party.

8.5.1 Committees and Subcommittees. The Board of Directors shall appoint the following standing committees and subcommittees: (a) Operations Committee; (b) Casino Transit Performance Standards Subcommittee; (c) Ski Transit Performance Standards Subcommittee; (d) Public Transit Performance Standards Subcommittee; (e) Special Needs Subcommittee; (f) Vehicle Evaluation Subcommittee; (g) Marketing Subcommittee; and (h) Advertising Committee. The Board of Directors may appoint such other committees and subcommittees as it deems appropriate. Each party to this Agreement shall be a member of at least one committee or subcommittee, as set forth in Sections 8.5.1.1 through 8.5.1.4 below.

8.5.1.1 Operations Committee. The Operations Committee shall be composed of one (1) member each from the Casino Performance Committee, Ski Performance Committee and Public Performance Committee. Two (2) subcommittee members shall constitute a quorum. The Executive Director shall chair the Operations Committee but shall not vote. The subcommittees set forth in Sections 8.5.1.2 through 7.5.1.6 below shall report to the Operations Committee, except as set forth in Section 8.5.1.6 below.

8.5.1.2 Casino Transit Performance Subcommittee. The Casino Transit Performance Subcommittee shall be composed of one (1) member each from each Participating Casino. Three (3) committee members shall constitute a quorum. This committee shall designate one member to serve as a member of the Operations Committee.

8.5.1.3 Ski Transit Performance Subcommittee. The Ski Transit Performance Subcommittee shall be composed of one (1) member from HSR executing this Agreement. This subcommittee shall designate one member to serve as a member of the Operations Committee.

8.5.1.4 Public Transit Performance Subcommittee. Each public party executing this Agreement shall designate one (1) representative to serve as a member of the Public Transit Performance Subcommittee. Three (3) subcommittee members shall constitute a quorum. This subcommittee shall designate one representative to serve as a member of the Operations Committee.

8.5.1.5 Special Needs Subcommittee. The Special Needs Subcommittee shall be composed of one member each from El Dorado County, CSLT, Douglas County, Tahoe Area Coordinating Counsel for the Disabled, Seniors, Inc., ALTA Sierra and the Casino Performance Committee. Four (4) subcommittee members shall constitute a quorum. The Executive Director shall chair this subcommittee and is not entitled to vote.

8.5.1.6 Vehicle Evaluation Subcommittee. The VEC shall be composed of one (1) representatives from Harvey's, one (1) representative from Harrah's, one (1) member of HSR Subcommittee, one (1) member of the Public Transit Performance Subcommittee, and one (1) representative of the CTS Operating Contractor. Three (3) subcommittee members shall constitute a quorum. The Executive Director shall chair the Operations Committee but shall not vote. A determination not to accept a vehicle for inclusion in the CTS vehicle fleet may be appealed directly to the Board of Directors.

8.5.1.7 Marketing Subcommittee. The Marketing Subcommittee shall be composed of one (1) member each from CSLT, HSR, Horizon, Harvey's, Harrah's Lakeside, South Shore Transit Management Association, and the Operating Contractor. Four (4) subcommittee members shall constitute a quorum. The Executive Director shall chair the subcommittee and is not entitled to vote.

8.5.1.8 Advertising Committee. The Advertising Committee shall be composed of three (3) members from Participating Casinos, one member from HSR and one member from the CSLT. Three committee members shall constitute a quorum. The

Advertising Committee shall report directly to the Board. The Executive Director shall chair the committee but shall not be entitled to vote.

8.6 Executive Director. The Executive Director shall oversee the day-to-day operation of the CTS; report to the Board of Directors; identify potential funding sources and assist in the application for grant funds; solicit and make recommendations for proposals for consideration by the Board of Directors including but not limited to the selection of an Operating Contractor for the CTS. The Executive Director shall be the Board of Director's liaison to the TTD and shall chair the Operations Committee and Special Needs Subcommittee.

9.0 Performance Standards. The CTS shall provide replacement transit service for the Participating Casinos (Casino Transit), ski and sightseer service for HSR (Ski Transit), and public transit for the CSLT, Douglas County and El Dorado County (Public Transit). All of the transit services shall be subject to the general performance standards set forth in Section 9.1 below and each of the transit specific services enumerated above shall be subject to the transit specific levels of service set forth below. The CTS-MCO shall maintain and allow access to records sufficient to satisfy all state and federal reporting requirements necessary to qualify for the utilization of public subsidies.

9.1 General Performance Standards. At all times while providing transit services, all CTS employees and CTS contractors and their employees having contact with the public, including but not limited to, dispatchers and bus drivers, shall wear CTS uniforms approved by the CTS-MCO. In addition, all CTS employees and CTS contractors and their employees shall comply with CTS grooming standards as adopted or revised from time to time and shall participate in all required training. Finally, all CTS employees, CTS contractors and their employees having contact with the public shall interact with the public in a courteous and responsive manner.

9.2 Casino Transit Level of Service Standards. Casino Transit shall meet the minimum performance standards set forth at Pages 3 and 4 of Exhibit 4.

9.3 Ski Transit Level of Service Standards. Ski Transit shall meet the minimum performance standards set for at Pages 7 and 8 of Exhibit 4.

9.4 Public Transit Level of Service Standards. Public Transit shall meet the minimum performance standards set forth at Pages 3, 4, and 7 of Exhibit 4.

10.0 Non-Competition. To attract and build ridership, the Parties agree that while a member of the CTS-MCO neither they, nor any entity related nor affiliated with them, shall

provide transit services within the CTS operating area that will compete with the transit services provided by the CTS. The Parties acknowledge that competition with the CTS service will undermine the success of the CTS. The TRPA and the TTD shall encourage transit services within the CTS operating area to participate in CTS. The obligation to refrain from competition shall terminate upon a party's withdrawal from the CTS-MCO.

10.1 Permitted Transit Activities. The prohibition of competition set forth in Section 10.0 above, shall not prevent a Party from owning and/or operating transit vehicles that provide non-competitive transit services, including but not limited to airport pick-up and delivery for charters, free shuttle service to timeshare properties outside of the CTS service area, and transportation for in-house groups to and from restaurants, golf courses, and special events.

11.0 Implementation. The CTS-MCO shall own or lease the rolling stock and computer hardware and software, as well as other assets necessary for the CTS operation and shall be the operator of the system under the provisions of Article IX of the Tahoe Regional Planning Compact. The TTD and CTS-MCO shall enter into a contract which authorizes the CTS-MCO to provide services necessary to the operation of the CTS system. TTD and TRPA shall, for the term of this Agreement, jointly exercise the authority granted them by Articles V and IX of the Compact to encourage transit providers operating within the CTS operating area to participate in CTS.

12.0 Accounts and Reports. The CTS-MCO shall establish and maintain such funds and accounts as may be required by good accounting practice. The books and records of the CTS-MCO shall be open to inspection at all reasonable times by representatives of the parties and/or appropriate federal agencies. The CTS-MCO, within 180 days after the close of each fiscal year, shall give a complete written report of all financial activities for such fiscal year to the parties.

12.1 Financing - Fiscal Year. For the purposes of this Agreement, the term "fiscal year" shall mean the fiscal year as established from time to time by the parties.

12.2 Initial Operating Capital. At the time of submitting its first proposed annual budget and proposed capital improvement program to the parties hereto, the Board shall also submit an estimate of such initial operating capital and cash flow needs as may be required to sustain CTS-MCO operations, pending receipt of any revenues.

12.3 Annual Financial Support. 90 days prior to the second anniversary of the fiscal year, and each fiscal year thereafter, any party shall have the right to request a change in their level of service for the next fiscal year and shall submit such request to the Board in

writing. At the time of preparing the annual proposed operating budget and proposed capital expenditure budget, the Board shall determine the amount of financial support required by the parties for the ensuing fiscal year. The support required for the annual operating budget shall be apportioned among the parties hereto in accordance with Exhibit 4. The support required for the capital budget shall be apportioned among the parties hereto by the Board after consideration of:

A. Funds available from federal grants and other sources;

B. Requirements for capital expenditure for replacement and general system use; and

C. Special capital costs required for equipment and facilities to provide additional or increased service within any area or service element operated by the CTS-MCO.

A proposed budget shall be submitted to each party to this Agreement for their consideration and comment prior to adoption of the final annual budget. Following the adoption of the final annual budget, the Board shall inform the parties of the Board's determination of financial support required for the fiscal year and the computation of the parties' proportional share pursuant to Exhibit 4.

13.0 Early Withdrawal. Upon the second anniversary of the commencement of CTS Ground Operations, any party to this Agreement, except Horizon, may elect to terminate participation in the CTS-MCO so long as the levels of service identified in Sections 9.1 through 9.4 are not met as to that withdrawing party for the first two years of operation, and so long as the withdrawal procedure set forth in Section 13.1(a) and (b) has been satisfied. Horizon may elect to terminate participation after two (2) years upon 120 days prior written notice, without further obligation.

13.1 Withdrawal. After the 5th anniversary of the commencement of CTS ground operations, any Party to this Agreement may elect to terminate participation in the CTS-MCO upon 120 days written notice prior to the expiration of the then existing fiscal term.

(a) The withdrawing party shall provide written notice of its intention to terminate at least one hundred twenty (120) days prior to the effective date of termination. The notice of intention to terminate shall also specify the alternative service, if any, the party seeking to terminate proposes to operate.

(b) Additionally, within thirty (30) days of such notice, the withdrawing

party shall meet and confer in good faith with the Board of Directors or with a subcommittee appointed by the Board of Directors. Each party to the meet and confer process agrees to use their best efforts to resolve the dispute in a manner that results in the continued participation in the CTS-MCO by the party seeking early termination. The meet and confer process shall conclude no later than sixty (60) days subsequent to the withdrawing party's written notice of intention to terminate.

(c) The early termination procedure described above shall only apply if a party desires to terminate its participation to the Agreement prior to the expiration of the five (5) year term of the Agreement set forth in Section 2.0 and is not available until the second anniversary of the commencement of CTS-MCO Ground Operations.

14.0 Operating Contractor. The parties hereby acknowledge that Area Transit Management, Inc. (ATM), has entered into a contract with CSLT, El Dorado County, and Douglas County to provide public transit services within their jurisdictions. ATM's contract with CSLT expires on September 30, 2003. ATM is also the transit provider for HSR and El Dorado County. ATM's contract with HSR expires September 28, 1998, and ATM's contract with El Dorado County expires June 30, 1998. The above-described contracts shall be referred to as "the existing contracts". The parties hereto acknowledge the existing contracts and hereby covenant and agree that CTS-MCO shall not interfere with nor induce a party to breach existing contracts with ATM. It is the intention of the parties to negotiate either an amendment to the existing contracts to designate ATM as the Operating Contractor for CTS-MCO up through and including September 30, 2003 or negotiate a superseding contract with ATM. CTS-MCO shall negotiate with ATM in good faith. In the event the parties and ATM are unable to enter into a mutually acceptable amendment or superseding contract, the CTS-MCO shall solicit competitive bids to provide those transit and dispatch services required for the implementation and operation of the CTS Transit System that are not provided under the existing contracts with ATM. If the existing contracts are not amended or superseded, the successful bidder shall be required to utilize its best efforts to work cooperatively with ATM.

15.0 Insurance.

15.1 The CTS-MCO Operating Contractor shall be required to obtain the following insurance policies prior to the commencement of operations, and shall name the CTS-MCO and its members as additional insureds:

15.1.1 Public liability in the minimum amount of five Million Dollars ($5,000,000) for all transit vehicles.

15.1.2 Fire and Casualty Insurance on all transit stations, terminals, and kiosks and the contents thereof equal to the full value of all real and personal property which Operating Contractor is entitled to utilize under the terms of the Operating Agreement.

15.1.3 Collision and Comprehensive Insurance on all transit vehicles for their full replacement value.

15.1.4 Worker's Compensation Insurance for all of its employees.

15.2 The CTS-MCO shall require the Operating Contractor to provide the CTS-MCO with a Certificate of Insurance evidencing such coverage, and further providing that such insurance may not be canceled or allowed to lapse for non-renewal without thirty (30) days written notice to the CTS-MCO by certified mail.

15.3 The CTS-MCO shall require the Operating Contractor to provide insurance, both as to the amount and type of policies subject to the approval of the insurance brokers or risk managers of CSLT, Douglas County and El Dorado County, and shall further require said insurance to be in compliance with Section 2-56.1 of the CSLT Code. Any deductible on any policy shall be the responsibility of the Operating Contractor.

16.0 Hold Harmless.

16.1 Prior to the award of the CTS-MCO operating contract, CTS-MCO shall require the Operating Contractor to hold the CTS-MCO, and its members, boards, officers, agents, and employees, harmless from any liability for damage or claims for damage for personal injury, including death, as well as claims for property damage which may arise from the Operating Contractor's or any subcontractor's operations, whether such operations be by the Operating Contractor or any person acting as an agent or employee of the Operating Contractor, or any one or more persons directly or indirectly employed by, or acting as agent for, the Operating Contractor or any subcontractor or subcontractors. The Operating Contractor shall be required to hold the CTS-MCO, its members, boards, officers, agents and employees harmless from any suits or actions at law or in equity for damages caused, or alleged to have been caused, by reason of any of the aforesaid operations and shall be required to provide worker's compensation and public liability and property damage insurance in such amounts and on such terms as the CTS-MCO deems reasonable.

16.2 No policies of insurance carried by the Operating Contractor shall be subject to cancellation except after notice to the CTS-MCO Executive Director, the TTD, and the CSLT City Attorney, El Dorado County Counsel, Douglas County District Attorney, by certified mail at least 30 days prior to the date of cancellation.

16.3 The Operating Contractor shall agree to defend the CTS-MCO, its elective and appointed officers and employees, from any suits or actions in law or equity which are caused or are alleged to have been caused by reasons of the Operating Contractor's operations, including the payment of all reasonable costs and attorney's fee incurred in such defense.

16.4 Notwithstanding and in addition to the insurance coverage provided above, CTS-MCO agrees to hold harmless, indemnify and defend the member entities, their officers, and employees from any liability arising from their entry into this Agreement and the performance or failure to perform any term or condition hereof by CTS-MCO, including the payment of reasonable costs of defense and attorney's fees. This indemnity shall not extend to the intentional torts or gross negligence of any individual member entity or its officers or employees.

17.0 Winding Up. If this Agreement is terminated, all property and equipment shall be distributed to the private parties; distribution to each private party shall be made in the same proportion as that reflected in the private parties' accumulated capital contribution accounts as shown in the Auditor's books of accounts. The property and equipment of the public entity parties shall be returned to them on the terms set forth in the Agreement provided for in Sections 17.1 and 17.2. A list of the present capital assets being contributed by the CSLT, Douglas County, El Dorado County and TTD are attached hereto as Exhibits 8, 9, 10 and 11 and, absent agreement to the contrary between CTS-MCO and/or TTD and the public transit providers those assets shall be returned to the public transit providers at the conclusion of the agreement in the same condition which they were provided, normal wear and tear, documented deficiencies, and depreciation excepted. Although Douglas County is not a signatory to this Agreement, its assets shall be returned in accordance with this Agreement. All other property and equipment leased to the CTS-MCO by a party shall be returned to the party leasing the property or equipment to the CTS-MCO. Cash may be accepted in lieu of property or equipment. Prior to winding up the affairs of the CTS-MCO, CTS-MCO shall secure public liability "tail coverage" to insure the Members against any and all claims that may have arisen prior to the cessation of service, with limits in the minimum sum as set forth in Section 15.1.1 above.

17.1 Disputed Value. If the parties cannot agree to the valuation of the property or to the manner of its distribution, the distribution or valuation shall be made by a panel of three (3) referees. One referee shall be selected and appointed by the public parties' and one referee shall be selected and appointed by the private parties, and the two referees shall appoint a neutral third referee.

17.2 Final Distribution. This Agreement shall not terminate until all property has been distributed in accordance with this provision, and the winding up of property hereunder shall be effected in the manner calculated to cause the least disruption of existing public transportation service.

18.0 Admission of New Non-Casino Members. New public and private members may be admitted on such terms and conditions as the CTS-MCO Board of Directors deems reasonable. The CTS-MCO Board of Directors shall work cooperatively with TRPA to encourage new membership.

19.0 Parties Liability: Each party to this Agreement, whether individually or collectively, does not assume, nor shall a party be deemed to assume, liability for:

A. Any act or omission of CTS-MCO, the TTD, or the Operating Contractor, or for any act of CTS-MCO's, the TTD's, or Operating Contractor's agents or employees.

B. The payment of wages, benefits, workman's compensation, indemnity, or other compensation to officers, or agents or employees of the CTS-MCO or the TTD or the Operating Contractor.

C. Any act or omission of any other party or any act or omission of another party's agents or employees.

20.0 Notices. All notices required hereunder shall be given in writing to the following addresses or such other addresses as the parties may designate by written notice:

To the Private Parties:

Heavenly Ski Resort
P.O. Box 2180
Stateline, NV 89449
Attn: Dennis Harmon
Fax No: 702/586-7056

Harvey's Tahoe Management Company, Inc.
P.O. Box 128
Stateline, NV 89449
Attn: Sue Ewald
Fax No: 702/588-0601

Harrah's Hotel Casino, Lake Tahoe
P.O. Box 8
Stateline, NV 89449
Attn: General Manager
Fax No: 702/586-6606

Horizon Hotel and Casino
P.O. Box C
Stateline, NV 89449
Attn: Al Zajic
Fax No: 702/588-3110

Lakeside Inn and Casino
P.O. Box 5640
Stateline, NV 89449
Attn: Lon Rusk
Fax No: 702/588-4092

To the CSLT:

City of South Lake Tahoe:
1052 Tata Lane
South Lake Tahoe, CA 96150
Attn: Sue Schlerf
Fax No: 530/542-4054

To Douglas County:

Douglas County
P.O. Box 218
Minden, NV 89423
Attn: Dan Holler, County Manager
Fax No: 702/782-6255

To El Dorado County:

El Dorado County Dept. of Transportation
2850 Fair Lane Court
Placerville, CA 95607
Attn: Randy Pesses, Deputy Director of Planning and Systems
Fax No: 530/626-0387

To the TTD:

Tahoe Transportation District
Attn: Executive Director
P.O. Box 10630
Zephyr Cove, NV 89448
Fax No.: 702/588-8295

To the TRPA: Tahoe Regional Planning Agency
P.O. Box 1038
308 Dorla Court
Zephyr Cove, NV 89448-1038
Attn: Executive Director
Fax No: 702/588-4527

Notice shall be deemed received as follows: depending upon the method of transmittal: by facsimile, as of the date and time sent; by messenger, as of the date delivered; and by U.S. mail, certified, upon receipt requested, as of 72 hours after deposit in the U.S. mail.

21.0 General Provisions.

21.1. Authority to Enter Into Agreement. The parties have all requisite power and authority to conduct their business and to execute and deliver and to perform all of their obligations under this Agreement. Each party warrants that the individuals who have signed this Agreement have the legal power, right and authority to enter into this Agreement so as to bind each respective party to perform the conditions contemplated herein.

21.2 El Dorado County Representative. El Dorado County's representative authorized to administrate this Agreement is Randy Pesses, Deputy Director of Planning and Systems.

21.3 Successor and Assigns. All the terms, covenants and conditions hereof shall be binding upon and inure to the benefit of the heirs, executors, administrators, successors and assigns of the Parties hereto.

21.4 Waiver. No waiver of any default shall constitute a waiver of any other breach or default, whether of the same or any other covenant or condition. No waiver, benefit, privilege, or service voluntarily given or performed by other parties shall give the other any contractual right by custom, estoppel, or otherwise. No waiver shall be binding unless executed in writing by the party making the waiver.

21.5 Counterparts. This Agreement may be executed simultaneously in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one in the same instrument.

21.6 Entire Agreement. This Agreement constitutes the entire agreement between the Parties pertaining to this Agreement and it supersedes all prior and contemporaneous

agreements, representations, and understandings of the parties. No supplement, modification, or amendment to this Agreement shall be binding unless executed in writing by all of the parties. No waiver of any of the provisions of this Agreement shall be deemed, or shall constitute, a waiver of any other provision, whether or not similar, nor shall any waiver constitute a continuing waiver. No waiver shall be binding unless executed in writing by the party making the waiver.

21.7 Partial Invalidity. If any provision in this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions shall nevertheless continue in full force without being impaired or invalidated in any way.

21.8 Legal Representation. Each party warrants and represents it has been represented by the counsel of is choice in the negotiation and review of this Agreement. Each party acknowledges that Lewis S. Feldman of Feldman, Shaw & DeVore (collectively Feldman) has drafted this Agreement in consultation with the parties and their counsel. The parties agree no presumption shall arise from the drafting of this Agreement since each party, by and through its counsel, has had the opportunity to make changes and revisions herein. Each party hereby acknowledges that Feldman has not acted as its counsel in the drafting of this Agreement and further acknowledges that an attorney-client relationship has not arisen between Feldman and any party to this Agreement by reason of Feldman's drafting of this Agreement.

21.9 Arbitration of Disputes. If any claim or dispute arises under this Agreement, then such dispute shall be resolved by binding neutral arbitration in accordance with the rules of the American Arbitration Association. Judgment upon the award rendered by the arbitrator may be entered in any court having jurisdiction thereof. The parties reserve their right to appeal from a judgment entered in accordance with the foregoing.

21.10 Applicable Law. This Agreement shall in all respects be governed by the laws of the State of Nevada as in effect at the time of this Agreement. Jurisdiction and venue shall be in Douglas County, Nevada.

21.11 Assignment. This Agreement shall not be assigned by any Party.

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement as set forth, effective the day and year first above written.

HEAVENLY VALLEY, LIMITED PARTNERSHIP, a Nevada Limited Partnership,

By: HEAVENLY CORPORATION, a Delaware Corporation, General Partner

By: _____
Dennis J. Harmon
Vice President and Managing Director

HARVEY'S TAHOE MANAGEMENT COMPANY, INC.

By: _____

HARRAH'S OPERATING COMPANY, INC., DBA HARRAH'S HOTEL CASINO LAKE TAHOE,

By: _____

HORIZON HOTEL AND CASINO

By: _____

LAKESIDE INN AND CASINO

By: _____

THE CITY OF SOUTH LAKE TAHOE,

By: _____

EL DORADO COUNTY,

By: John E. Upton

THE TAHOE TRANSPORTATION DISTRICT,

By: Kevin Cole

TAHOE REGIONAL PLANNING AGENCY,

By: James W. Baetge

Tahoe Transportation District

MEMORANDUM

Date: July 22, 2010

To: Tahoe Transportation District (TTD) Board of Directors

From: TTD Staff

Subject: Discussion and Determination to Provide Administrator Services to South Tahoe Area Transit Authority

---

Action Requested:
It is requested that the Board approve the following motion. At the behest of the South Tahoe Area Transit Authority (STATA) and the Nevada Department of Transportation (NDOT), the Tahoe Transportation District Board directs its Staff to provide public administrative services for the BlueGo transit operation on behalf of STATA under STATA's current operating agreements effective this day through September 30, 2010. This transition period is a prelude to the request that the District accepts NDOT's next federal fiscal year operating agreement effective October 1, 2010, and accept the responsibility of administering the BlueGo transit operation as a District function. The final decision on that acceptance will be determined at a future District Board meeting and is subject to a series of actions and outcomes by other parties, and the preparatory due diligence by Staff. Therefore, Staff is further directed to work with the STATA Board, NDOT, and other District partners in this transition period to conduct the due diligence necessary for District consideration.

Background:
The Board is aware of the current situation of the BlueGo transit service at south shore having discussions at the last two Board meetings and via discussions with Staff. The District's interests include the majority of the bus fleet and the need for continuing public transit service at the Lake. It is also in the District's and public interest to have sustainable public transit service integrated or consolidated with the District's capital transportation projects and planning.

Discussion:
STATA is in need of independent professional staff to administer its operating grants and reimbursement of transit operating funds from public sources. To have that kind of staff in place will provide a more workable solution to the continuity of the BlueGo service. It will also allow the contract operator the ability to focus on the operation. NDOT has approached both TTD and STATA with the recommendation that the District provide this service. There may be other scenarios available and Staff will present how this can work and the options. To this end, Staff recommends that unless there is another viable alternative available immediately that the

District enter into a process with STATA as authorized under the bi-state Compact and consider administering BlueGo under the District in the upcoming federal fiscal year (FY 2011), and that as a transition step to prepare for that final decision Staff provide the public administrative function on behalf of STATA under its current operating agreements for the remainder of this federal fiscal year (through September 30, 2010).

Fiscal Analysis:
This workload will affect the District's budget and the budget will need to be amended. The District's primary source of funds cannot be used for this work, however the District does have Rental Car Mitigation Funds available and a balance of local capital match funds that can be used for this transit service function.

Work Program Analysis:
This workload will impact the current work program and will also need to be amended. The biggest workload impact will be for the District Manager and District Accountant, followed by the District's Executive Assistant. All efforts will be made to not affect the District's Project Manager during this period. The District Staff will be working very closely with STATA's Accountant and the contract operation staff. In addition, Staff has been in discussion with partner public agencies for assistance, including the TMPO, Carson City, Douglas County, the City of South Lake Tahoe, and El Dorado County.

Additional Information:
If you have any questions or comments regarding this item, please contact Carl Hasty at (775) 589-5501.

CH/jw AGENDA ITEM: V.A.

Tahoe Transportation District

MEMORANDUM

Date: August 9, 2010

To: Tahoe Transportation District (TTD) Board of Directors

From: TTD Staff

Subject: Items for TTD Consideration Relevant to Possible Assumption of BlueGo Service Administration

---

Action Requested:
It is requested the Board review and discuss the memo e-mailed to the Board entitled BlueGo Administration Options (Attachment B), and the outline (Attachment A) with Staff.

Background:
At the special joint Board meeting with the South Tahoe Area Transit Authority (STATA) on July 22, the respective Boards approved the temporary arrangement of TTD staff providing public administration staff services to STATA through September 30, 2010, with the likelihood that another entity other than STATA will need to become the new operating entity in October of this year. One of those possible entities is the District, and the time from July 22 to September 30 is also a time for the District to do it due diligence in assessing the implications and possibilities for permanently taking on the role with BlueGo.

Discussion:
El Dorado County has notified STATA that it is withdrawing from STATA and will not contract with it for use of the FY11 TDA funds. It has also pulled their two buses from the BlueGo fleet and service. This leaves an outstanding question about existing El Dorado County service the county is required to provide. Staff has had some discussions with El Dorado County Counsel who have expressed interest in working with the District to get their two buses back into service and with whom they may allot the TDA funds.

Mr. Will Garner of Placer County has provided an excellent outline of the many things Staff needs to review and bring to the Board to assess its desire to take on the permanent administrative role (Attachment A). Staff had begun to address many of these questions prior to receiving the outline and Mr. Garner's outline identifies additional questions and is a very useful way of presenting the answers. In addition, Staff prepared and sent a memo to the TTD Board and STATA Board identifying a number of administrative options available for the consideration of BlueGo partners (Attachment B.)

CH/jw

AGENDA ITEM: VII.A.

Staff is diligently working to answer and compile responses to Mr. Garner's outline. The compilation is not in a state of readiness for this packet. Staff will submit to the Board a draft by mid-afternoon on Thursday, August 12 with as complete an assessment as possible at that time. Any pending or unanswered items will be completed as soon as possible and sent to the Board for review.

Staff has proposed in the memo on administration options (Attachment B), a convention between the BlueGo partners to meet sometime in the week of August 30 to discuss and decide the administrative fate of BlueGo. Staff is proposing to have Mr. Dennis Crabb as the moderator/facilitator for this event and he has agreed. Staff is seeking the endorsement of the District Board on the idea.

Additional Information:

If you have any questions or comments regarding this item, please contact Carl Hasty at (775) 589-5501 or chasty@tahoetransportation.org.

Attachments:

A. Items for TTD Consideration to Assume Responsibilities of STATA
B. BlueGo Administration Options

CH/jw AGENDA ITEM: VII.A.

Items for TTD Consideration to assume responsibilities of STATA

1) Budget
    a. Sources and amounts of local ongoing operating funding
    b. Sources and amounts of State & Federal operating funding
    c. Fare Revenue
    d. Annual Costs
        i. Operations
            1. Labor
            2. Fuel
            3. Services & Supplies
        ii. Maintenance
            1. Labor
            2. Parts
            3. Services & Supplies
        iii. Administration
            1. Directly Employed
            2. Outside Contract
            3. Services & Supplies(including marketing materials/website maintenance/update costs)
        iv. Leases, rents
        v. Utilities
    e. Cash Flow Timing
    f. Copy of financial statements for 08/09 & 09/10 when in draft form
    g. Provide a copy of 09/10 and 10/11 Adopted/Proposed Budgets
2) Grants
    a. Status of Existing Grants (FTA, NDOT, USFS, Caltrans, 1B, Air Districts, TRPA AQ …)
        i. Copy of grant agreement, including ongoing reporting requirements
        ii. Granting Agency & Program (any ARRA?)
        iii. Grant Amount
        iv. Grant Purpose
        v. Grant Balance
        vi. Reporting & Completion Deadlines
    b. What Grants need to be filed in the upcoming 180 days?
        i. FTIP Amendments in place for FTA Grants?
3) Status of Agreements with Local Partners
    a. Copy of any agreements/contracts between partners and service providers
    b. How much funding contributed?
    c. What is STATA obligated to provide?
    d. When do agreements expire
    e. What modification and termination notices are required?
4) Major Purchases or Contracts underway

5) BlueGo Fleet Status—by owner name
    a. ID/Year/Make/Model
    b. Fuel Type
    c. Mileage
    d. Length/Capacity/ADA Accessibility
    e. Funding Source (Amount and Grant # if possible)
    f. Status – (Revenue Service, Contingency, Not operable)
    g. Ownership (TTD, STATA, Heavenly …)
6) O & M Contract(s)
    a. Org Chart of Services Provided by Contractor(s)
    b. Term
    c. Termination/Modification clauses
7) Compliance Status
    a. DOT Drug & Alcohol Testing Program
        i. MIS Tests Available?
    b. ADA Paratransit Service
        i. Eligibility Process
        ii. Area of Coverage
        iii. Hours of Coverage
        iv. Next Day Service
        v. Tracking of ADA Denials
    c. Charter Bus Policy
        i. Reporting
        ii. If Charters – under what exemptions?
    d. Any School Service Provided?
    e. All of the other FTA (Civil Rights, DBE, Audits)
    f. CARB Urban Bus & Transit Fleet Vehicle Rules
    g. TDA (Required of STATA or CA Jurisdictions?)
    h. CHP Inspection Reports
    i. Corrective Actions Needed or Underway
8) Staffing
    a. Agency Staffing
        i. Existing
        ii. Needed
    b. Contractor Staffing
        i. Existing
        ii. Needed
9) Service Changes
    a. Are all pending service reductions, modifications and fare structure changes going to be acted on by STATA before October 1 with adequate public notice and public hearings?
10) Service Description
    a. Service Days

b. Span of Service
c. Revenue Vehicle Service Hours
d. Revenue Vehicle Service Miles
e. Peak Vehicles In Service
f. Spare Ratio
g. Ridership
h. Driver/Dispatch/Operation Shift Hours per Day
i. Drivers Needed
j. Maintenance Shift Hours and Staffing per Day
k. Note Seasonal Variations
l. Fares

7/30/2010

Will Garner. Placer County

Tahoe Transportation District

MEMORANDUM

Date: August 8, 2010

To: STATA and TTD Board Members

From: Carl Hasty, TTD District Manager

Subject: BlueGo Administration Options

Background:

There has been discussion over the last few months about the fate of BlueGo and, in particular, what role STATA will continue to play, including whether to continue as BlueGo's administrative organization. Recent decisions on the part of some funding partners (NDOT and El Dorado County) have made it clear that STATA has, at a minimum, some restructuring to accomplish in order to have them continue as funding partners. Currently, the Tahoe Transportation District is providing the public administration staff functions on STATA's behalf as part of its transit assistance services until September 30, 2010. The District staff also act as the STATA Board staff, in conjunction with STATA's staff accountant, overseeing grant compliance, grant administration, and the bus operation, including working with the contract operator to develop a budget, procure necessary equipment, provide maintenance of the fleet, and oversee daily business.

Discussion:

There are several goals in this deliberation for the BlueGo service. One is to preserve the ability to have a public service that is a public private partnership. Another is to provide an affordable service. An additional goal should be to position the operation so that the service may be able to grow into a world class resort community transit service for the community's residents, visitors, and commuters, a service that is part of a larger regional system at the Lake.

To that end, there are two major discussions and decisions that face the transit partners of BlueGo and they must be made within the next month to meet the calendar date of October 1, 2010, the beginning of the new federal fiscal year and the second quarter of STATA. This date is crucial to having an agreement with the primary federal funding partner, NDOT, and to re-engage El Dorado County. The two decisions pertain to the settlement of the legal questions STATA and its members face, and the second is relevant to the organization that will provide the future public administration function and operation of the BlueGo system. This memo addresses the public administration and operation function decision, not the legal settlement question.

There are at least two possible options, each with three alternatives and no judgment is being made at this time on the probability of any one. The probability and best fit choice is what must be discussed among the transit partners. There may be additional options and these too should be brought forward and discussed.

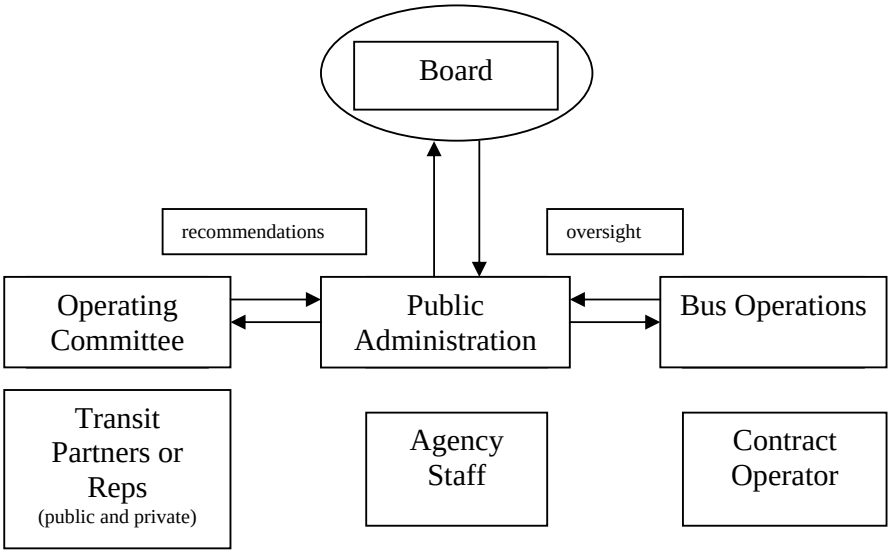
The options below have only two variations in structure and operation, and they are organized as such below.

Option Model 1

With these choices, an elected Decision/Policy Body already exists, having most of the administrative staff needed, and with the addition of a south shore operating committee, can incorporate the other contributing members (public and private sector) input and recommendations, taking them to the respective Boards for action :

1.1 City of South Lake Tahoe
1.2. El Dorado County
1.3. Douglas County (DART)

The operating model would look something like this:



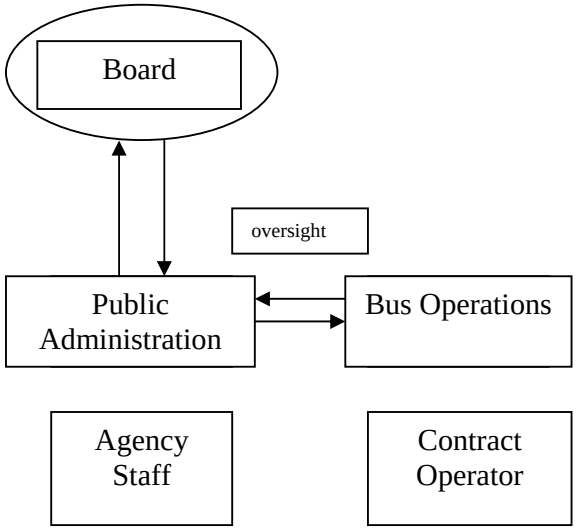
For example, if the City of South Lake Tahoe administered the system under this option, then the City Council would be the policy board, city staff would provide the administration, a contractor would be hired to operate the system, and the City could appoint an operating committee that consisted of the other public agency and private sector partners to advise and make recommendations on actions for the Board. Any local government in this capacity would likely operate the same or in a similar way. The lead local government would enter into funding ad/or service agreements with the BlueGo partners under this option.

Option Model 2

With these choices, the Decision/Policy Body exists or needs to be created, the first two choices will require very quick action to be fully staffed, and the third will need only one more staff person to add to the existing staff providing the full compliment of administration and support.

2.1 STATA hires an independent administrative staff immediately and seeks recommitment from partners.
2.2 A new Joint Powers Agreement (JPA) is formed, creating a new Decision/Policy Board and is staffed immediately.
2.3. Tahoe Transportation District can take the role in October under the regional Compact Authority with existing staff.

The operating model would look something like this:



STATA or the JPA will need a minimum of three to four employees to start to adequately administer and oversee the operation. The STATA Board is comprised of public and private sector representatives and a new JPA would need to address both public and private sector representation.

If the District administers the service, the public and private sectors are already represented on the current Board. By statute, the public sector members are the CSLT, El Dorado County, Douglas County, Carson City, Washoe County, Placer County, the Nevada Department of Transportation (non-voting), and the California Department of Transportation (non-voting). The private sector members are the two Transportation Management Associations (north and south shore TMAs) and an At-Large Operator.

The private sector representation can be enhanced through three options.

Option One: The South Shore TMA can be the organization representing all private sector interests where operations and concerns can be discussed and conveyed through the TMA Board representative and TTD staff to the District Board as is done on the north shore. It currently meets monthly at south shore.

Option Two: Have the At-Large member represent the Gaming Alliance. Andrew Strain of Heavenly is currently the At-Large member and Heavenly is a Gaming Alliance member. The South Shore TMA representative can then represent the balance of other private sector interests as described above. Again the TMA meets monthly at the south shore.

Option Three: The District Board appoints a South Shore Operating Committee, consisting of the Directors from the CSLT, Douglas County, Carson City, El Dorado County, the At-Large, the South Shore TMA, and one other member from the private sector. Similar to Option one, this committee will be involved with input and recommendations to the full Board.

The District would look to enter into funding agreement(s), not a participation agreement, with existing partners, public and private, to be renewed annually or as the partnership would feel appropriate. If the Gaming Alliance option was exercised for those members only one funding agreement would be required with TTD. Other service agreements can also be entered into with the District, such as for para-transit service with El Dorado County.

The District has existing staff focused on transportation capital improvements and transit assistance services: the District Manager, the Capital Projects Manager, the District Accountant, and an Executive Assistant. In the near future the District will be adding a contract management position as part of its support staff. If the District assumes administration of BlueGo, the District would incorporate the STATA Accountant position into the District, and add an additional position equivalent to the Project Manager. The person in this position would be experienced in public transit service operations and administration, in order to oversee the operating contract and service goals. A portion of the District Manager, District Accountant, and Executive Assistant's time would be dedicated, along with the full time of the Transit Accountant and Transit Service Manager position, to provide the full compliment of administration for BlueGo.

In this option, the District would focus on integrating the capital and service programs to build a consolidated and complete transit/transportation system at the south shore and as part of the regional transportation system at the Lake.

Recommendation:

During the week of August 30th, a facilitated convention of sorts will be convened with the public and private sector partners of the BlueGo service. This convention will discuss, and ultimately, determine the future operating entity, in order for appropriate, subsequent Board and formal actions to take place in September and have an entity in place by October.

As noted earlier in this memo, the companion decision that also influences this discussion and decision are the legal deliberations/settlement. These deliberations must take place in the month of August, if everything is to be ready by the October deadline. They will have to happen separately and are not included as part of this proposed convention agenda.

TAHOE REGIONAL PLANNING AGENCY

Mail
PO Box 5310
Stateline, NV 89449-5310

Location
128 Market Street
Stateline, NV 89449

Contact
Phone: 775 588 4547
Fax: 775-588-4527
www.trpa.org

September 8, 2010

James Ogbonna
Rural Transit and Intercity Bus Branch Chief
Caltrans-Division of Mass Transit
P.O. Box 942874, MS-39
Sacramento, CA 94274-0001

RE: South Lake Tahoe Transit System (BlueGO) Update and Proposal

Dear Mr. Ogbonna,

I am writing you to provide and update to the current South Lake Tahoe transit operation's recent issues, and to support a proposal for long-term stability for the operation. As you are aware, there have been recent formal actions by South Tahoe Area Transit Authority (STATA) that have led to concern by Caltrans and other funding partners, including a significant action taken most recently to authorize hiring legal counsel to file for bankruptcy.

Status Update:
As the RTPA and the MPO for the Tahoe Region, the Tahoe Regional Planning Agency (TRPA) and Tahoe MPO are working diligently to ensure public transportation does not cease in South Lake Tahoe. The sister agency to the TRPA, the Tahoe Transportation District (TTD) is a compact agency created in 1980 via Article IX of the Tahoe Regional Planning Compact (PL96-551). TTD has been asked by STATA to provide interim administrative assistance to STATA and is currently doing so. STATA is in the process of sending out overdue invoices to Caltrans and other grantors for services provided. Additionally, TTD has been approached by individual STATA member entities to consider providing necessary transit service, if they were to pull out of STATA or STATA was unable to provide service. TTD staff has been working with its Board of Directors to receive authorization to operate the BlueGO system, as of October 1, 2010, and will be looking for formal action at its September 24 board meeting.

TTD Proposal:
In light of the emerging TTD role in operating the South Lake Tahoe public transit system, TRPA would like to offer its strong support of TTD's authority and capability to provide a professionally managed transit program. TTD is a close TRPA/TMPO partner on various transit and transportation issues. TTD is an established Caltrans, FTA, NDOT, FHWA grantee that has the experience and structure to administer grants at a high level. Seventy-five percent of the rolling stock for the South Lake Tahoe Transit service is currently owned by TTD. The TTD operation of the South Lake Tahoe public transit system is an ideal situation that fulfills the intent of the Compact and provides a professional management system to carry out daily operational and administrative transit activities.

TRPA/TMPO would like to facilitate the recognition of TTD as a suitable grant candidate by Caltrans and other funding partners. In this effort, it may be necessary to amend applications, program of projects, and agreements. We request Caltrans' support in making the necessary adjustments to ensure buses stay on the road and our ridership is not impacted. While there may be challenges to these changes, it is hoped all administrative considerations would be made as quickly as possible, in light of the extraordinary circumstances. The update and recommendations provided are pending a formal action by STATA and TTD scheduled for September 24, 2010.

Funding/Grants:
With respect to the regional funding TRPA allocates (5311 and CMAQ), it will be necessary to amend the current FY 2010 5311 Program of Projects to reflect the TTD as the operator of the South Lake Tahoe system. The funding amounts and projects listed would remain the same for the 5311 and CMAQ requests. The amendment will be heard at the next TRPA Governing Board meeting on September 22, including new 5311 funding applications from TTD.

STATA will communicate its exact plans for existing Caltrans transit grants directly with Caltrans. But in the meantime, it is our understanding that STATA will bill all existing grants for services provided by September 10, 2010 and will close out all operating grants through September 30, with a final billing closely thereafter.

We appreciate the assistance from Caltrans Mass Transit staff to date, and will be in close communication to effectively facilitate this change as it unfolds. We are happy to provide additional information and any other assistance Caltrans may need during this time. Please contact me with any additional questions or other needs at 775-589-5256 or nhaven@trpa.org.

Sincerely,

Nick Haven
Transportation Team Leader
Tahoe Regional Planning Agency
Tahoe Metropolitan planning Organization

Cc: Nancy McDermid, STATA President
Carl Hasty, TTD District Manager
Joanne Marchetta, TRPA Executive Director

TAHOE TRANSPORTATION DISTRICT
BOARD MEETING MINUTES
October 18, 2010

TTD/C Board Members in Attendance:

Andrew Strain, Member at Large, Chair
Will Garner, Placer County, Vice Chair
Don Morehouse, Washoe County
Steve Teshara, SS-TMA
Ron McIntyre, TNT-TMA
Bill Crawford, City of South Lake Tahoe
Patrick Pittenger, Carson City
Tim Hart, Caltrans

Others in Attendance:

Carl Hasty, Tahoe Transportation District
Alfred Knotts, Tahoe Transportation District
Joanie Schmitt, Tahoe Transportation District
Nick Haven, Tahoe Regional Planning Agency
Judi White, Tahoe Transportation District and Tahoe Regional Planning Agency
Paul Taggart, Esq., Legal Counsel
Rick Angelocci, City of South Lake Tahoe
Other members of the public

I. TAHOE TRANSPORTATION DISTRICT CALL TO ORDER AND ROLL

A. Roll Call and Determination of Quorum
The meeting of the Tahoe Transportation District was called to order by Chairman Strain at 8:30 a.m., at the Tahoe Regional Planning Agency. Roll call was taken and it was determined a quorum was in attendance for the TTD.

B. Approval of TTD Agenda of October 18, 2010
Motion/second by Mr. Teshara/Mr. Pittenger to approve the TTD agenda for today's meeting. The motion passed unanimously.

C. Approval of TTD Meeting Minutes for August 13, 2010
Motion/Second by Mr. Teshara/Mr. Pittenger to approve the TTD and TTC minutes with minor changes by Mr. Teshara. The motion passed unanimously.

D. Approval of TTD Meeting Minutes for August 31, 2010
Motion/Second by Mr. Teshara/Mr. Pittenger to approve the TTD and TTC minutes. The motion passed with Mr. McIntyre abstaining.

II. PUBLIC INTEREST COMMENTS

No public interest comments were made.

III. CLOSED SESSION

Conference with Legal Counsel
No action to report.

Mr. Morehouse arrived at 8:37 a.m.

IV. TAHOE TRANSPORTATION DISTRICT (TTD) BUSINESS ITEMS

A. Resolution Withdrawing from the Participation Agreement and Withdrawing STATA's Operating Authority

Mr. Hasty presented this item. He requested the Board to consider an alternative to the attached resolution that would take action to declare the District's intent of becoming the transit operator, contingent on procuring the agreements necessary to support the budget. With that contingency, Staff would seek bankruptcy court review and approval of the intent. Upon approval, Staff and legal counsel would prepare the letter to STATA announcing the District's withdrawal and the withdrawal of its operating authority. Chair Strain confirmed the revised action which is three parts - (1) the District's intent to withdraw from the STATA organization; (2) rescind STATA's operating authority to operate the coordinated transit system (pending approval of the bankruptcy court); and (3) declare the District's intent to operate the transit system for the south shore, based on the funding agreements to be executed and in place. Mr. Taggart stated the Chair's statement accurately reflected the direction to go. Mr. Angelocci suggested the first action include direction to District Manager to work with legal counsel to prepare and submit a letter of withdrawal. Mr. Garner wanted to confirm that the ability to withdraw the operating authority is due to the participation agreement, and the District doesn't have that authority over TART or Washoe RTC. Mr. Hasty confirmed that it is due to the participation agreement.

Action Requested: Approval

Mr. Teshara made the first motion to have the Board direct staff to work with legal counsel to prepare and submit a letter of intent to withdraw from STATA. Mr. Crawford seconded the motion. The motion passed, with Mr. Garner abstaining.

Mr. Teshara made a second motion to direct staff to work with legal counsel to prepare a letter to STATA withdrawing the operating authority subject to review and concurrence by the bankruptcy court. Mr. Pittenger seconded the motion. The motion passed, with Mr. Garner abstaining.

Mr. Teshara made a third motion that the Board declare the intent of the Tahoe Transportation District to become the operator of the BlueGo System on the South Shore of Lake Tahoe, subject to available funding through adequate agreements to support the budget for the operation and

other preconditions as described in the previous two motions. Mr. Pittenger seconded the motion. The motion passed, with Mr. Garner abstaining.

B. Work Program Amendment for Transit Operations

Mr. Hasty presented this item. He explained that Agenda Items VI.B through VI.L are the logistical steps needed to allow staff and the District to properly initiate transit operations. Mr. Garner asked what the revised staff time was due to. Mr. Hasty explained that bulk of the increased time is for two new employees.

Mr. Pittenger informed staff that any references to CAMPO should say Carson City RTC.

Action Requested: Approval

Mr. Teshara made the motion to approve the work program, budget and staffing amendments in Work Element 4 and adopt the Sustainable Service Plan as it currently exists, contingent upon the same contingencies as in the motions under VI.A. Mr. Crawford seconded the motion. The motion passed, with Mr. Garner abstaining.

C. Budget Amendment for Transit Operations

Mr. Hasty presented this item. Mr. Pittenger asked for some minor clarifications. Mr. Pittenger also noted the Triangle Plan has been developed, with input from Gordon Shaw. Agreements are pending on the plan. Mr. Garner asked about the CMAQ funds. Mr. Haven explained that an application has been submitted and approved to flex the funding to 5311, which converts the CMAQ funding into 5311 operating funds. Mr. McIntyre asked if the SNPLMA dollars were a one-time use or on-going. Ms. Schmitt confirmed it is for the West Shore seasonal connection and is a short-term funding source.

Action Requested: Approval

Public Comment: John Stenerson, BlueGo employee, requested staff to speak with the current bus drivers who drive the route that the Triangle Plan would affect.

Mr. Teshara made the motion to approve staff recommendation to amend the TTD budget for 2011 consistent with the staff report and conditioned upon the same contingencies in the motions under Item VI.A. Mr. Crawford seconded the motion. The motion passed, with Mr. Garner abstaining.

D. Funding Agreements

Mr. Hasty reviewed this item. Mr. Crawford asked if there is a deadline to complete the agreements. Mr. Hasty considers expects everything to be

in place by November 1. Mr. Teshara asked for additional clarifying language on the funding agreements and between the license and lease agreements on the City documents. Mr. Hasty explained the agreements need some refinement.

Action Requested: Approval

Public Comment: Claudia Manzano, Housing Coordinator, noted she had attended the recent Poverty to Prosperity Community Forum for the South Lake Tahoe Women's Center. Many attendees at that forum brought up transportation issues at South Lake Tahoe which she doesn't feel BlueGo has addressed. As a community member, transit user and spokesperson for many of those that use transit, she wants to encourage the Board to look at those issues and address them before making any decisions.

Mr. Taggart clarified that the Board is approving the agreements to be executed as written, but if there is a need to make changes to the agreements that are not substantial, staff requests the authority to make those changes without returning to the Board.

Mr. Teshara made the motion to approve and authorize the District Manager and District Counsel to conclude negotiations of funding agreements with City of South Lake Tahoe, Douglas County, Carson City, Heavenly Lake Tahoe, MontBleu, Ridge Resorts, Lakeside Inn and Casino, and Christian Academy; and to move forward with actions to present and submit resolutions to the TRPA, sitting as the Regional Transportation Planning Agency, applying for local assistance funds, LTF and STA, available for El Dorado County portion of Lake Tahoe; and that staff is authorized to execute these agreements, unless there are substantive changes that need to be brought back to the Board; and this motion is conditioned upon the same contingencies in the motions under Item VI.A.

Mr. Garner explained that his abstentions are not out of protest to any of these items on the part of Placer County. Placer County had some other ideas of how transit could transition from one operator to another. They certainly respect that this has been done in concurrence with the South Shore members. However, they still have reservations about the District as an entity being consumed by the 800 pound gorilla of transit and have other visions for the District. The County respects the decisions made on the South Shore and hopes for the same sort of respect of their independence on transit decisions in the North Shore.

Mr. Pittenger seconded the motion. The motion passed, with Mr. Garner abstaining.

E. Operating Committee Formation and Appointments

Mr. Hasty presented this item and reiterated the anticipated committee members at this time would City of South Lake Tahoe, Douglas County, Carson City, Heavenly Lake Tahoe, Ridge Resorts, MontBleu, and South Shore TMA. He anticipates scheduling the committee meetings, as needed, the day before the District Board meeting to seek necessary recommendations for items related to route changes, budget, etc. that affect bus service. Mr. Hasty also noted the Board is appointing the entity, not the individual, and the entity would select their representative and an alternate. Mr. Teshara asked what the relationship is between this committee and Social Services Advisory committee. Mr. Haven noted the committee is not active at this time. It is a RTPA designated committee. Mr. Crawford informed the Board there is a city council election in November and there will be no appointments made until January.

Public Comment: Russ Nygaard, El Dorado County, requested the county have a seat on the committee, given El Dorado County's support of the resolution for the District to claim the County's share of LTF and STA.

Action Requested: Approval

Mr. Teshara made the motion to authorize the formation of the South Shore Transit Advisory committee for purposes of advising District staff and Board on transit operations. The Board will initially offer opportunities to the City of South Lake Tahoe, Douglas County, Carson City, Heavenly Lake Tahoe, Ridge Resorts, MontBleu, South Shore TMA and El Dorado County with the understanding the letters will go out requesting appointments from those bodies with an alternate, for a two-year appointment cycle. Mr. Crawford seconded the motion. The motion passed, with Mr. Garner abstaining.

F. Resolution for an Emergency Finding for Transit Operations Necessitating Procurement of Short-Term Contract Services Without a Competitive Bid

Mr. Hasty reviewed this item. Mr. Pittenger noted that a similar action was taken by STATA earlier in the year and asked if this was a similar action to get to that competitive process. Mr. Hasty noted this contract is temporary and staff will work to develop a RFP for a long-term contract that will be through a competitive process. He anticipates having the RFP released in December, at the earliest, with the chosen contractor to start after the winter season is finished. Mr. Pittenger asked about the District's standing with the FTA in this regard. Mr. Hasty's understanding is that NDOT considers the District to be in good standing and to proceed in this way is fine. Mr. Teshara asked what would happen if the contract with the current operator is not executed. Mr. Taggart noted that a form agreement with an operator is going to be offered for approval and that

form agreement will be used with the existing operator or any other. The emergency finding gives the District authority to negotiate with any operator. Mr. Haven recommended the Board have staff send a justification letter to NDOT identifying the sole source, similar to the letter STATA sent to NDOT.

Action Requested: Approval

Mr. Teshara made the motion for the Board to make the findings numbered 1, 2 and 3 identified in the staff report on page 85 and adopt the resolution 2010-002 on pages 87 and 88; with further direction to the District Manager to send a letter to NDOT justifying the reason for our findings and the Board's action; and conditioned upon the same contingencies in the motions under Item VI.A. Mr. Pittenger seconded the motion. The motion passed, with Mr. Garner abstaining.

G. Transit Service Contracts

Mr. Hasty reviewed this item. Mr. Teshara agreed there should be a willingness to share the liability between the District and the operator and made some suggestions to the contract. Mr. Garner asked if there was a scope of work for the operator and also made some suggestions to the contract. Mr. Hasty agreed the contract should include a scope of work. Chair Strain asked about the term of the contract. Mr. Hasty noted it would go through May, with the ability to end the contract, if necessary, and two exhibits relating to the fleet and service operations will be included in the contract.

Public Comment: Ken Smithson, Carson City, felt it imperative to consider placing the required federal clauses in the contract since it meets the threshold of a large purchase and reference Circular 4220.1F.

Action Requested: Approval

Mr. Teshara made the motion to approve the parameters of a transit contract service contract as presented in the packet and modified with the recommendation of Mr. Smithson; to direct Manager and District counsel in negotiations that the contract reflect appropriate risks between the parties; if negotiations with current provider fail, then the District are to procure the services of another contract operator under the general provisions discussed in terms of emergency; and the motion is conditioned upon the same contingencies in the motions under Item VI.A. Mr. McIntyre seconded the motion. The motion passed, with Mr. Garner abstaining.

H. Resolution for Banking, Lines of Credit, and Vendor Agreements Necessary for District Operations

Mr. Hasty reviewed this item.

Action Requested: Approval

Mr. Teshara made the motion to authorize Resolution 2010-003 authorizing the District Manager to establish accounts and lines of credit with banks and vendors for exclusive use in the course of District's business, pursuant to our adopted work program, budget, and subject to our internal financial controls. Mr. Crawford seconded the motion. The motion passed, with Mr. Garner abstaining.

I. Resolution Authorizing the Application and Receipt of Transit Grants

Mr. Hasty reviewed this item.

Action Requested: Approval

Mr. Pittenger made the motion to approve the attached resolution authorizing staff to apply for and receive transit grants as provided for in the staff summary. Mr. Teshara seconded the motion.

Mr. Garner asked if the resolution would be for any type of federal transit grant for TTD, not just for BlueGo. Mr. Hasty stated that was correct.

The motion passed unanimously.

J. ARRA Grant Capital Grant Expenditure Plan and Grant Applications

Mr. Hasty reviewed this item. Mr. Pittenger asked if this grant was the one STATA received previously. Mr. Hasty stated that was correct. Mr. Pittenger also asked if NDOT agreed with the change requesting a different type of purchase. Derek Kirkland, NDOT, stated he felt as long as the purchase is bus related, the grant request would be accepted.

Action Requested: Approval

Mr. Teshara made the motion to approve the direction and type of capital acquisition in the expenditure plan for applications under ARRA and authorize the Manager to pursue said grants up to the one million dollars available, conditioned upon the same contingencies in the motions under Item VI.A. Mr. Pittenger seconded the motion. The motion passed, with Mr. Garner abstaining.

K. Interim Policies for Transit Operations
Mr. Hasty reviewed this item.

Public Comment: Mr. Kirkland noted that NDOT reviews the policies to ensure proper compliance.

Action Requested: Approval

Mr. Teshara made the motion to adopt the interim policies with the direction to the Manager to keep the Board apprised of the staff workload and made the findings as presented. Mr. Crawford seconded the motion. The motion passed, with Mr. Garner abstaining.

L. New Transit Positions
Mr. Hasty reviewed this item.

Action Requested: Approval

Mr. Teshara made the motion to authorize the Manager to proceed with the addition and job descriptions and recruitment for the Transit Operations Accountant and Transit Operations Manager, conditioned upon the same contingencies in the motions under Item VI.A. Mr. Pittenger seconded the motion. The motion passed, with Mr. Garner abstaining.

M. Carmen Group Contract for Transportation Bill Work Program Services
Mr. Hasty reviewed this item. Mr. Hasty added another firm has offered their services. Mr. McIntyre asked if the District would have to pay for services if no services were being rendered due to Congress issues. Mr. Hasty noted that services can be cancelled with 30-day notice.

Action Requested: Approval

Mr. Teshara made the motion to approve the contract with Carmen Group as set forth in the Staff Report, Attachment A, with the proviso that the start date be November 1 and the total contract amount of $40,000 for the fiscal year. Mr. McIntyre seconded the motion. The motion passed, with Mr. Pittenger abstaining.

V. TAHOE TRANSPORTATION DISTRICT (TTD) CONSENT ITEMS

A. July/August FY 2011 Financial Statement of Operations
Chair Strain pulled this item from consent. Chair Strain asked why the projected year-end from last fiscal year was included in the packet. Ms. Schmitt noted the finance committee had requested to see a projected year-end report.

Motion/Second by Mr. McIntyre/Mr. Pittenger. The motion passed unanimously.

VI. DISTRICT MANAGER REPORT

Mr. Hasty informed the Board he was invited by the Washoe RTC to the Northern Nevada Transportation Collaboration Conference on December 13 and 14.

VII. BOARD, COMMISSION MEMBER AND STAFF COMMENTS

Mr. Crawford noted it was very interesting attending the meeting and thanked the Board.

Mr. Knotts gave a brief update on the projects.

Mr. Garner announced a couple of bus shelters at Sunnyside have been completed. A public hearing will be held tomorrow for a potential service reduction.

Chair Strain noted the next meeting will be held November 12 and the public workshop/open house is tentatively scheduled November 8 and 9.

VIII. ADJOURNMENT

Respectfully Submitted:

Judi White
Executive Assistant
Tahoe Transportation District

(The above meeting was recorded in its entirety, anyone wishing to listen to the aforementioned tapes, please contact Judi White, Clerk to the Board, (775) 589-5502.)

RECEIVED 9/8/10

City of South Lake Tahoe

"making a positive difference now"

September 1, 2010

Tahoe Transportation District
Attn: Carl Hasty, District Manager
P.O. Box 499
Zephyr Cove, NV 89448

Heavenly Ski Resort
P.O. Box 2180
Stateline, NV 89449
Attention: Dennis Harmon or Successor

El Dorado County
330 Fair Lane
Placerville, CA 95667
Attention: Louis Green, County Council

Mike McLaughlin
Feldman Shaw & McLaughlin
PO Box 1249
Zephyr Cove, NV 89448

Montbleu Resort Casino and Spa
P.O. Box 5800
Stateline, NV 89449

Horizon Hotel and Casino
P.O. Box C
Stateline, NV 89449
Attention: Al Zajic or Successor

Lakeside Inn and Casino
P.O. Box 5640
Stateline, NV 89449
Attention: Lon Rusk or Successor

Harrah's Hotel Casino Lake Tahoe
P.O. Box 8
Stateline, NV 89449
Attention: General Manager

Harvey's Tahoe Management Company, Inc.
P.O. Box 128
Stateline, NV 89449
Attention: Sue Ewald, or Successor

Douglas County
P.O. Box 218
Minden, NV 89423
Attention: County Manager

Tahoe Regional Planning Agency
P.O. Box 1038
Zephyr Cove, NV 89448-1038
Attention: Executive Director

The Ridge Tahoe Property Owners Assoc.
P.O. Box 5790
Stateline, NV 89449
Attention: Senior Vice President

Re: City of South Lake Tahoe – Notice of Withdraw from STATA and the Participation Agreement; Request that TTD Continue Public Administration Services

To All Concerned:

This letter is to notify you in writing that the City of South Lake Tahoe desires that the Tahoe Transportation District continue to perform the public administration of staff functions on behalf of BlueGo after October 1, 2010. These services will also include providing any

Office of the City Attorney · 1901 Airport Road, Ste. 300 · South Lake Tahoe, California 96150-7051
City Attorney (530) 542-6046 · FAX (530) 542-8763

accounting servicing, overseeing grant compliance, grant administration, and the bus operations, with working the contract operator to develop and implement a budget, procedure necessary equipment, provide maintenance for the fleet, and oversee daily business operations.

The City of South Lake Tahoe hereby notifies each member under the Participation Agreement that it is withdrawing, effective September 30, 2010 at 11:59 p.m. from STATA. The notice will be pursuant to Section 13 of the Participation Agreement. The City looks forward to working with Tahoe Transportation District and the other Member Entities of STATA to reorganized STATA in accordance with the options proposed by Tahoe Transportation District in a memorandum dated August 8, 2010.

The City desires to work closely with Tahoe Transportation District to ensure a smooth transition on October 1, 2010 of the bus service operations in the City and areas outside the City limits. It is with regret that the City take this action, but with the current financial, legal and operations of the STATA, the City has determined it has no feasible option.

If you have any questions, please contact the undersigned.

Sincerely,

Patrick L. Enright
City Attorney, City of South Lake Tahoe
(530) 642-6049

Tahoe Transportation District
Board Membership

Nevada

Washoe County Commission

Mike Harper	Dec. 1999 – May 2009
Don Morehouse	May 2009 – Aug 2011
John Breternitz	Aug 2011 – Jan 2013
Marsha Berkbigler	Jan 2013 -

Douglas County Commission

Steve Weissinger	March 2000 – Jun 2003
Kimberly Carrubba	June 2003 – Mar 2004
Jim Baushke	Mar 2004 – Aug 2005
Doug Johnson	Aug 2005 – Apr 2006
Tim Smith	Apr 2006 – Feb 2007
Nancy McDermid	Feb 2007 – Jan 2019
Wesley Rice	Jan 2019 -

Carson City Board of Supervisors

Kay Bennet	Dec 1999 – Apr 2001
Jon Plank	Apr 2001 – Apr 2003
John Flansberg	Apr 2003 – Jan 2006
Shelly Aldean	Jan 2006 – Nov 2006
Patrick Pittenger	Nov 2006 – Jun 2012
Jim Mallery	Jun 2012 – Apr 2014
Patrick Pittenger	April 2014 – Aug 2014
Mark Kimbrough	Aug 2014 – Oct 2017
Lucia Maloney	Oct 2017 -

California

South Lake Tahoe City Council

Brooke Laine	Dec 1999 – Aug 2000
Sue Schlerf	Aug 2000 – Feb 2003
John Upton	Feb 2003 – Mar 2005
Ted Long	Mar 2005 – Jan 2006
Mike Weber	Jan 2006 – Nov 2006
Rick Angelocci	Nov 2006 – Mar 2007
John Greenhut	Mar 2007 – Apr 2009
Bruce Grego	Apr 2009 – Aug 2011
Angela Swanson	Aug 2011 – Jan 2015
Austin Sass	Jan 2015 – Jan 2019
Cody Bass	Jan 2019 -

Placer County Board of Supervisors

Grayson Marshall	Dec 1999 – Jun 2004
Jennifer Montgomery (Will Garner)	Jun 2004 – Sep 2006
Leif Anderson	Sep 2006 -
Jennifer Merchant (Will Garner)	Jan 2006 – Apr 2019
Cindy Gustafson	Apr 2019 -

El Dorado County Board of Supervisors

Dave Solaro	Dec 1999 – Jan 2006?
Norma Santiago	Jan 2006 – Apr 2006
Bob Slater	Apr 2006 – Mar 2007
Norma Santiago	Mar 2007 – Jan 2015
Sue Novasel	Jan 2015 -

At-Large Member

Steve Teshara	Dec 1999 – May 2010
Andrew Strain	May 2010 – Sep 2018
Vince Arthur	Sep 2018 -

TNT-TMA

Ron McIntyre	Dec 1999 – Jan 2012
Ron Treabess	Jan 2012 – Jul 2018
Jaime Wright	Jul 2018 -

SS-TMA

Stan Hansen	Dec 1999 – Feb 2000
Mark Lucksinger	Feb 2000 – Feb 2001
Phil Herback	Feb 2001 – Apr 2003
Andrew Strain	Apr 2003 – May 2010
Steve Teshara	May 2010 -

	Chair	Vice-Chair
Dec 1999	Ron McIntyre	
Aug 2000	Mike Harper	Ron McIntyre
Jun 2004	Mike Harper (re-elected)	Andrew Strain
May 2009	Andrew Strain (Mr. Harper retired)	
Jun 2009	Andrew Strain	Will Garner
Jun 2010	Andrew Strain	Will Garner (both re-elected)
Aug 2012	Steve Teshara	Angela Swanson
Jun 2014	Steve Teshara (re-elected)	Marsha Berkbigler
Jun 2016	Steve Teshara (re-elected)	Nancy McDermid
Jun 2018	Steve Teshara (re-elected)	Lucia Maloney

Legal Counsel

Dennis Crabb left July 2010
Paul Taggart, Taggart & Taggart – 2010 - 2013
Adam Spear 2013 -2017
Nira Doherty, Burke, Williams & Sorensen – 2017 -

Tahoe Transportation DISTRICT

FY 2019/2020 Work Program

Board approved: May 10, 2019

FISCAL YEAR 2020 (FY 20) WORK ELEMENTS

WORK ELEMENT 1: TTD ADMINISTRATION AND OUTREACH

TASKS

1.1 – Board Relations, Policy Meetings, Community Relations
1.2 – Work Program and Budget Development and Management
1.3 – Report/Coordinate with TMPO, State DOTs, FTA, FHWA, Local/Regional Transportation Organizations

WORK ELEMENT 2: PROGRAM MANAGEMENT FOR PROJECTS AND SERVICES

TASKS

2.1 – Strategic Plan Development
2.2 – Capital Improvement Program Development and Management
2.3 – Service Improvement Program Development and Management
2.4 – Informed Decision Program Development and Management
2.5 – Fiscal Administration and Controls, Risk Management, Record Keeping
2.6 – Internal Use
2.7 – Human Resources

WORK ELEMENT 3: TTD PROJECT DEVELOPMENT AND IMPLEMENTATION

TASKS

3.1 – US 50/South Shore Community Revitalization Project
3.2 – Lake Tahoe Ferry/Waterborne Project
3.3 – Nevada Stateline to Stateline Bikeway Project
- 3.3.1 – South Demo-Phase I
  - 3.3.1A - South Demo-Phase IA
- 3.3.2 – North Demo-Phase II
- 3.3.3 – Central Corridor-Phase III
- 3.3.4 – Round Hill to Zephyr Cove

3.4 – SR 89 Fanny Bridge Community Revitalization Project
3.6 – Other Projects
3.8 – Transit Shelters
- 3.8.5 – California Phase III *(FY 19)*
- 3.8.6 – California Phase IV *(no funding identified)*

3.9 – Meeks Bay Bike Trail - completed
3.10 – SR 28 Corridor Management Project
3.11 – Transit Capital Facility Plan
3.12 – Rocky Point/Hidden Beach Vista/Parking Areas
3.13 – Forest Service Lot Expansion
3.14 – US 50 Park & Ride Lot
3.15 – Value Pricing Pilot Program
3.16 – Corridors
- 3.16.1 - SR89 Rec Corridor
- 3.16.2 – US50 East Corridor

3.17 – Mobility Hubs
- 3.17.1 – Incline Village Mobility Hub

3.18 – Communication Network Infrastructure
- 3.18.1 – Caltrans Climate

** numbering gaps due to completed or inactive projects being removed from list

3.18.2 – NV Hazard Mitigation Plan
3.18.3 – Public Health & Safety
3.18.4 – Traffic Management Control

WORK ELEMENT 4: TTD TRANSIT SERVICE AND ASSET MANAGEMENT

TASKS

4.1 – Apply for and Manage Transit Grants
4.2 – Manage TTD Insurance Policy
4.3 – Manage TTD Assets and Procurement Process
4.4 – Liaison with Local and Regional Public and Private Transit Operators and Transportation Management Associations
4.5 – Regional Transit Planning and Marketing Program
4.6 – North Shore Water Transit (*discontinued)*
4.7 – Transit System Administration
4.8 – Mobility Management *(discontinued)*
4.8.1 – Area 4 (*completed)*
4.8.2 – Specialized Transit Services
4.9 – Facility Improvement Plan

WORK ELEMENT 5: CAPACITY DEVELOPMENT FOR PROJECTS AND TRANSIT SERVICE

TASKS

5.1 – State and Local Revenue Development for Transportation Program
5.2 – Legislative/ Association Coordination/ Development/ Outreach
5.3 – Planning and Resource Coordination/ Development (SCS, RTP)
5.4 – Tahoe Basin Corridor
5.4.1 – Trans-Sierra
5.4.2 – Ferry Oriented Development

WORK ELEMENT 001: TTD ADMINISTRATION AND OUTREACH

PURPOSE

To provide the District Board support and communication; development and management of the District work program and budget; District outreach and public awareness; Board administration and record keeping; and administrative coordination with Federal Highways, the Tahoe MPO (TMPO), the California Department of Transportation (Caltrans), the Nevada Department of Transportation (NDOT), and other transportation system partners.

DISCUSSION

Prior to each fiscal year, TTD adopts a balanced annual operating budget which consists of anticipated revenues and expenditures related to the following: Administration, Capital Outlay, and Transit Operating Outlay. TTD budget estimates are based on prior year expenditures for recurring line items and anticipated level of effort based on professional judgment for new line items. Throughout the fiscal year, TTD staff monitors and administers the budget as necessary to ensure the line item costs are not exceeded and the fiscal solvency of the District is maintained. The Board uses a formal Finance Committee to work with the staff monthly on budget management and oversight. Should a significant change to expenditures or revenues beyond normal work flow potentially exceed particular line items, TTD staff brings these matters before the Board for review and approval, after which the budget is amended as approved. At the end of each fiscal year, TTD staff reconciles the budget to evaluate adherence to the adopted budget and approved amendments, as well as for budget close-out, so carryover balances can be accounted for and reflected in the upcoming fiscal year budget.

Additionally, this Work Element (WE) will directly support administrative tasks associated with TTD Board activities, such as day-to-day communication with Board members, preparation of the monthly Board packets, including minutes, staff summaries, and recommendations; attendance at meetings to present staff recommendations; and follow-up actions as directed by the Board to foster coordination, consultation, and cooperation as part of the regional transportation planning and programming process. Other activities include staying cognizant of existing and pending local, state, and federal transportation issues, including laws, regulations, and legislation, which will be articulated to the Board as appropriate.

Implementation at Lake Tahoe requires coordination and collaboration with representatives and constituents from business and private sector partners; the states of Nevada and California; the counties of El Dorado, Placer, Douglas, Washoe, Carson City; the incorporated City of South Lake Tahoe; and the United States Forest Service to achieve regional goals associated with mobility and the environment. As such, TTD, with assistance from other appropriate partners, will develop project specific outreach strategies for planning studies and capital projects approved and endorsed by the TTD Board. Affected stakeholders will be proactively engaged through public announcements, public meetings, and print media. Additional emphasis will be placed on the continuing development of TTD's website, where information can be disseminated on a broader scale, as well as where project specific information can be obtained. The website also serves as a clearinghouse for TTD project-related documents.

At the federal level, TTD staff works directly with numerous offices of the Federal Highway Administration, the Federal Transit Administration, the US Forest Service, the Environmental Protection Agency, the US Postal Service, and the US Department of Energy. At the state level,

staff interacts with Caltrans, the California Transportation Commission, NDOT, and the Nevada State Transportation Board on transportation matters in planning, programming, design, maintenance, and ITS, to name a few. TTD staff is involved with other agencies, such as state parks departments, California Tahoe Conservancy, state lands departments, conservation districts, water agencies and others in an effort to coordinate projects and achieve regional environmental goals. Furthermore, the South Shore Transportation Management Association (SS/TMA), Truckee North Tahoe Transportation Management Association (TNT-TMA), North Lake Tahoe Resort Association (NLTRA), other Lake Tahoe partnerships, and the League to Save Lake Tahoe are among the groups in which TTD has partnership interests and which coordination is required. Lastly, this WE includes the coordination of activities and administrative obligations with the TMPO.

Task 1.1
Board Relations, Policy Meetings, Community Relations

Task Description	Schedule	Priority Deliverables
• Board communications	As needed	✓ Monthly Board packets
• Board packet development and public meetings	Monthly	
• District community coordination, public outreach, and public relations	As needed	

Task 1.2
Work Program and Budget Development and Management

Task Description	Schedule	Priority Deliverables
• Develop annual TTD work program for adoption by the TTD Board of Directors	May 2020	✓ Work Program ✓ Budget
• Administer adopted work program	Monthly	✓ Monthly budget reports
• Develop annual TTD operating budget for adoption by the TTD Board of Directors	May 2020	
• Administer annually adopted TTD Budget	Monthly	
• FY19 TTD Budget reconciliation and close out	August 2020	

Task 1.3
Report/Coordinate with TMPO, State DOTs, FTA, FHWA, local/regional transportation organizations

Task Description	Schedule	Priority Deliverables
• Communicate and coordinate with TMPO on operations and planning	Monthly	✓ Grant billings and reports
• Report/Coordinate with other transportation system agencies	Quarterly or as needed	✓ Annual meeting

Tahoe Transportation District

WE – 001 Estimated Funding

Source	Amount
General Fund	$ 53,522
Total Funding	**$ 53,522**

WE – 001 Estimated Staff Time

Total Hours 802

WORK ELEMENT 002: PROGRAM MANAGEMENT FOR PROJECTS AND TRANSIT SERVICES

PURPOSE

This work element addresses the time necessary to provide administrative oversight and development of the District's Capital Improvement and Transit Service programs. The strategic plan approach is to use an enterprise structure organized into three sub-program components. They are capital improvements, service improvements, and intelligence improvements.

DISCUSSION

TTD is a bi-state regional transportation implementing agency. It uses a business enterprise approach in its operations. A traditional program management and project management process are to be used in the development and management of project activities. The District has established a series of services, processes, and tools to successfully implement a program of projects and transit services. In any given year, program management will be guided by a longer-term vision and direction provided in a strategic plan. It will also be guided by a companion strategic long-term finance plan.

Program management for TTD is organized into three sub-components. They are capital improvements, service improvements, and intelligence improvements. The District will focus on qualitative results and cost effectiveness in its lead projects. The projects addressed are significant improvements identified in the Regional Transportation Plan (RTP) and the Basin's Environmental Improvement Program (EIP). In order to improve project development, project delivery, and expedite project implementation, numerous public entities have developed and adopted a formalized Project Delivery Process (PDP) specific to their respective agencies process and project goals. Due to the various authorities and jurisdictions in the Tahoe Basin, a high level of coordination by a project proponent is essential to the success of the project. In an effort to involve all affected agencies and stakeholders as early as possible in the project, TTD has developed a PDP under WE 3 and each project developed follows this process.

Service improvements differ from capital projects, addressing operating or support needs for both transit and capital projects. Among the types of services are transit, maintenance, marketing, public education and outreach. A public outreach campaign focused on the program of projects for transportation was initiated in FY 10, and will be in its eleventh year for FY 20, albeit smaller than in previous years. Its intent is to foster public education and build public support for the RTP and the District's capital projects. The campaign is informed and supported by work completed with the type of research described below.

Good project and business decisions require timely information and analysis. This intelligence is critical to sound management of the overall program. The District will create and maintain a set of sensible, nimble, cost effective tools and processes that can be sustained over time. The types of tools include project management software, financial administration and budget management software for projects and program elements, geographic information system models, monitoring and evaluation data, public surveys and opinion tracking, evaluation of marketing effectiveness, and transit utilization data. Additional tasks under this WE include reviewing and approving invoices, as well as working directly with other funding agencies to improve efficiencies related to overall accounting and the issuance of funds for timely payment to vendors and contractors.

Task 2.1
Strategic Plan Development

Task Description	Schedule	Priority Deliverables
• Adopt strategic plan and maintain	June 2019	✓ Strategic plan
• Adopt finance plan and maintain	June 2019	✓ Finance plan

Task 2.2
Capital Improvement Program (CIP) Development and Management

Task Description	Schedule	Priority Deliverables
• Ten-year CIP list developed and maintained	On-going	✓ CIP list
• Consultation and coordination with partners	Monthly	✓ Continued implementation of CIPAce software
• Software development and maintenance	Monthly	✓ EIP Tracker update

Task 2.3
Service Improvement Program (SIP) Development and Management

Task Description	Schedule	Priority Deliverables
• Consultation and coordination with partners	Monthly	✓ Project/Program Campaign
• Public Outreach/Program Campaign	On-going	✓ Website, on ground project, media, materials

Task 2.4
Informed Decision Program (IDP) Development and Management

Task Description	Schedule	Priority Deliverables
• Consultation and coordination with partners	Monthly	✓ Consultant activity reports
• Public Outreach/Program Campaign	On-going	

Task 2.5
Fiscal Administration and Controls, Risk Management, Record Keeping

Task Description	Schedule	Priority Deliverables
• Build financial system and tools, review and process TTD invoices from vendors/ contractors, perform financial controls and management	Monthly	✓ Audit ✓ Insurance assessment and actions
• Provide and manage insurance and benefit services covering Board, staff, assets	Monthly	✓ Updated procurement procedures
• Perform annual audit	September 2019	✓ Maintain finance software
• Change Management- implement management system changes to reflect expanded staff and additional operation locations	On-going	
• HR program execution	On-going	
• Evaluate and adapt tools and management processes to address expanded staff and additional operation locations	On-going	

WE – 002 Estimated Funding

Source	**Amount**
CIP	$ 487,535
General Fund	471,681
Transit Ops	171,217
Parking System	228,521
Governmental Fund Assets	30,000
Total Funding	**$ 1,358,954**

WE – 002 Estimated Staff Time

Total Hours 7,700

WORK ELEMENT 003: TTD PROJECT DEVELOPMENT AND IMPLEMENTATION

PURPOSE

To provide regional coordination and value-added project development support for identified regionally significant transportation projects provided through TTD; to provide additional project implementation capacity for Lake Tahoe transportation projects; to provide dedicated project management resources to oversee TTD project delivery program; to coordinate with TMPO planning and programming staff to ensure timely project delivery and use of funds.

DISCUSSION

Beginning in FY 09, legislation regarding the Federal Lands Highway program made funding available to the TMPO (half percent funding) allowing for transportation planning and the development of transportation projects through the environmental document phase and permitting. Through the authority provided under Public Law 96-551, TTD can develop and implement transportation improvements that are consistent with the Regional Transportation Plan. TTD became a sub-recipient of half percent funding and began an ambitious program of projects with them. Through its District Manager, Project Manager and professional services consultant(s), TTD acts as the lead agency for regionally significant transportation projects, programs and services. This implementation role adds capacity to transportation project delivery in the Lake Tahoe basin, and assists with managing the implementation of large multi-county or multi-state projects based on its regional authority. Since embarking on this role, TTD and partners have successfully completed the following capital projects:

- California Shelter Project – Phases 1 and 2
- Nevada Shelter Project – Phases 1 and 2
- Nevada Stateline to Stateline Bikeway Project – Phases 1B and 1C
- State Route 431/SR 28 Operational/Safety Improvement Project, also known as the "Incline Gateway Project"
- Nevada Stateline to Stateline Bikeway Project – Phase 1D

Other projects that began construction in FY 17 and are still underway:

- SR 89 Fanny Bridge Community Revitalization Project
- Nevada Stateline to Stateline Bikeway Project - North Demo-Phase II

Project that began construction in FY 18 and will be completed in FY 19:

- Meeks Bay Bike Trail

Project expected to have environmental certified and approved in FY 19:

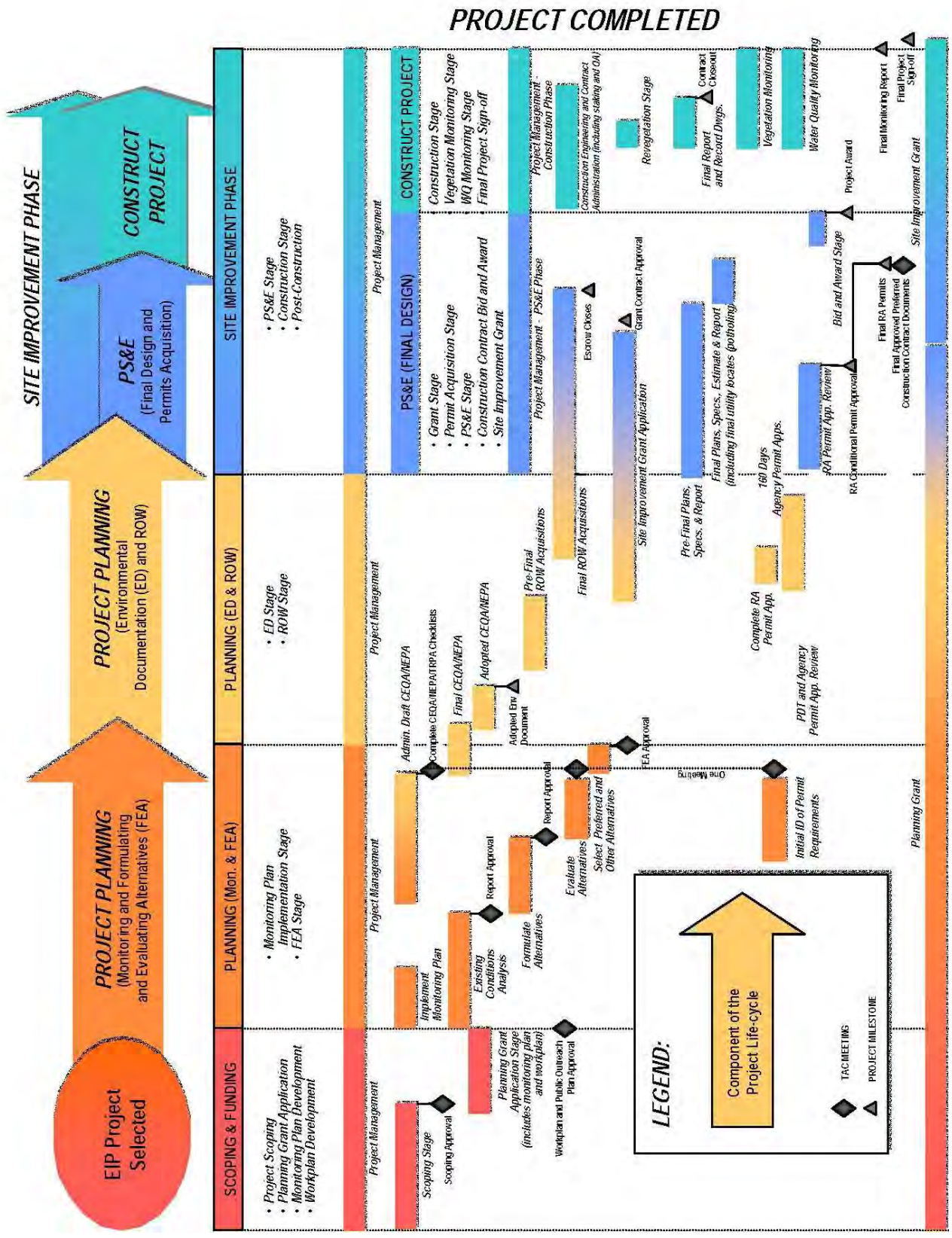
- US 50 South Shore Community Revitalization Project

With the passage of the Fixing America's Surface Transportation Act (FAST Act) in December 2015, the half percent funding ended and was replaced by federal formula funding Surface Transportation Block Grants (STBG) which the TMPO administers the capital programming, while the two state DOT's administer the grants via the local assistance process.

In order to achieve project consensus, improve project development, and expedite project implementation, numerous public entities have developed and adopted a formalized Project Delivery Process (PDP) specific to their respective agency's role, process, and goals. Due to the various authorities and jurisdictions in the Tahoe Basin, a high level of coordination by a

project proponent is essential to the success of the project, therefore it is essential that TTD develop and implement a formal PDP. This PDP has relied on a portion of the capital funds to provide the resources to administer the projects funded with the half percent funding and manage the capital program. New capital project and program management sources continue to need to be developed and/or secured to continue in future fiscal years.

Below is an existing PDP developed and approved by the Lake Tahoe Basin Executives to expedite the implementation of Lake Tahoe Environmental Improvement Projects. This process is utilized by local (i.e., counties), state (i.e., Caltrans), and federal (i.e., USFS) EIP partners and serves as a foundation for TTD's PDP.


PROJECT COMPLETED
SITE IMPROVEMENT PHASE
CONSTRUCT PROJECT
PS&E
(Final Design and Permits Acquisition)
PROJECT PLANNING
(Environmental Documentation (ED) and ROW)
PROJECT PLANNING
(Monitoring and Formulating and Evaluating Alternatives (FEA))
EIP Project Selected
SCOPING & FUNDING
PLANNING (Mon. & FEA)
PLANNING (ED & ROW)
SITE IMPROVEMENT PHASE
PS&E (FINAL DESIGN)
CONSTRUCT PROJECT
• Project Scoping
• Planning Grant Application
• Monitoring Plan Development
• Workplan Development
• Monitoring Plan Implementation Stage
• FEA Stage
• ED Stage
• ROW Stage
• PS&E Stage
• Construction Stage
• Post-Construction
• Grant Stage
• Permit Acquisition Stage
• PS&E Stage
• Construction Contract Bid and Award
• Site Improvement Grant
• Construction Stage
• Vegetation Monitoring Stage
• WQ Monitoring Stage
• Final Project Sign-off
Project Management
Scoping Stage
Scoping Approval
Planning Grant Application Stage (includes monitoring plan and workplan)
Workplan and Public Outreach Plan Approval
Implement Monitoring Plan
Existing Conditions Analysis
Report Approval
Formulate Alternatives
Report Approval
Evaluate Alternatives
Select Preferred and Other Alternatives
Admin. Draft CEQA/NEPA
Complete CEQA/NEPA/TRPA Checklists
Final CEQA/NEPA
Adopted CEQA/NEPA
Adopted Env Document
FEA Approval
One Meeting
Pre-Final ROW Acquisitions
Final ROW Acquisitions
Escrow Closes
Project Management - PS&E Phase
Site Improvement Grant Application
Grant Contract Approval
Pre-Final Plans, Specs., & Report
Final Plans, Specs., Estimate & Report (including final utility locates (potholing))
Complete RA Permit App.
160 Days Agency Permit Apps.
PDT and Agency Permit App. Review
Initial ID of Permit Requirements
RA Permit App. Review
RA Conditional Permit Approval
Bid and Award Stage
Project Award
Final RA Permits
Final Approved Preferred Construction Contract Documents
Project Management - Construction Phase
Construction Engineering and Contract Administration (including staking and OA)
Revegetation Stage
Final Report and Record Dwgs.
Contract Closeout
Vegetation Monitoring
Water Quality Monitoring
Final Monitoring Report
Final Project Sign-off
Site Improvement Grant
Planning Grant
LEGEND:
Component of the Project Life-cycle
TAC MEETING
PROJECT MILESTOME

Task 3.1
US 50/South Shore Community Revitalization Project

Task Description	Schedule	Priority Deliverables
• Perform Project Manager duties, such as develop and maintain project schedule and budget, manage existing professional service agreements	On-going	✓ Continue Public Outreach campaign ✓ Public hearings and comment period
• Attend and participate in Project Development Team (PDT) meetings	On-going	✓ Certified environmental document and preferred alternative
• Complete decision making process	June 2019	✓ CEQA, TRPA permit, ROD
• Maintain implementation schedule and plan	On-going	

Task 3.2
Lake Tahoe Ferry/Waterborne Project

Task Description	Schedule	Priority Deliverables
• Perform Project Manager duties, as above	On-going	✓ Preliminary Plans ✓ Obligate CMAQ funds
• Secure additional funds		
• Develop environmental document and design schedule	January 2020	✓ Special Studies ✓ Draft environmental document
• Final field/technical studies	June 2020	
• Draft EIS/EIS/EIR	October 2021	

Task 3.3
Nevada Stateline to Stateline Bikeway Project

Task Description	Schedule	Priority Deliverables
• Perform Project Manager duties, as above	On-going	✓ Maintain Segment Priority Plan
• Attend and participate in PDT meetings	On-going	

Task 3.3.1
South Demo-Phase I

Task Description	Schedule	Priority Deliverables
• Secured funding for phase 1A	March 2019	✓ Apply for grants ✓ RFP for design
• Contract for 1A design alignment	October 2019	

Task 3.3.2
North Demo-Phase II

Task Description	Schedule	Priority Deliverables
• Began construction (NDOT lead) • Complete construction	August 2016 June 2019	✓ Project oversight and fiscal administration

Task 3.3.3
Central Corridor-Phase III

Task Description	Schedule	Priority Deliverables
• Complete Environmental Assessment document	October 2019	✓ Draft Environmental Assessment

Task 3.3.4
Round Hill to Zephyr Cove

Task Description	Schedule	Priority Deliverables
• Complete Environmental Assessment document	Sept 2022	✓ Draft Environmental Assessment

Task 3.4
SR 89 Realignment - Fanny Bridge Community Revitalization Project

Task Description	Schedule	Priority Deliverables
• Perform Project Manager duties, as above	On-going	✓ Continue public outreach
• Began construction (CFLHD lead)	Sept 2016	✓ Construction commenced
• Project oversight and public outreach	Ongoing	✓ Complete construction
• Secure last of construction funds	October 2019	
• Complete construction	Fall 2021	

Task 3.9
Meeks Bay Bike Trail

Task Description	Schedule	Priority Deliverables
• Final plans and permits (CLFHD lead)	August 2017	✓ Final plans and permits
• Secured last of construction funding	August 2017	✓ Completed construction
• Began construction (CLFHD lead)	Sept 2017	
• Completed construction	October 2018	
• Project oversight and outreach	Ongoing	

Task 3.10
SR 28 Corridor Management Plan Project

Task Description	Schedule	Priority Deliverables
• Continue implementation plan as identified in Corridor Management Plan	On-going	✓ Updates and PDT participation

Task 3.11
Transit Capital Facility Plan

Task Description	Schedule	Priority Deliverables
• Acquire parcel for yard	June 2020	✓ Acquisition completed or in process ✓ Apply for grants

Task 3.12
Rocky Point/Hidden Beach Vista

Task Description	Schedule	Priority Deliverables
• Project suspended due to funding loss		

Task 3.13
Forest Service Lot Expansion

Task Description	Schedule	Priority Deliverables
• Preliminary engineering, environmental and final design	April 2021	✓ Final plans and permits

Task 3.14
US 50 Park & Ride Lot

Task Description	Schedule	Priority Deliverables
• Preliminary engineering, environmental	Oct 2019	✓ EA complete

Task 3.16
Corridors

Task Description	Schedule	Priority Deliverables
• Acquire grants for implementation planning	May 2020	✓ Grant award

Task 3.16.1
SR 89 – Rec Corridor

Task Description	Schedule	Priority Deliverables
• Complete initial draft	June 2019	✓ Draft corridor connection plan

Task 3.16.2
US50 East Corridor

Task Description	Schedule	Priority Deliverables
• Secure moved up funding to begin planning work	Aug 2019	✓ Obligated funds

Task 3.17
Mobility Hubs

Task Description	Schedule	Priority Deliverables
• Identified targets for funding	Dec 2018	✓ TTD Priority List

Task 3.17.1
Incline Village Mobility Hub

Task Description	Schedule	Priority Deliverables
• Get agreement on location	June 2019	✓ Initiate acquisition agreement

Task 3.18
Communication Network Infrastructure

Task Description	Schedule	Priority Deliverables
• Secure grants for infrastructure plan and construction	Aug 2019 March 2020 Dec 2020	✓ Grant award ✓ Construction plan ✓ Project approvals

Task 3.18.1
Caltrans Climate

Task Description	Schedule	Priority Deliverables
• Project team participation • Draft plan review	ongoing	✓ Draft document

Task 3.18.2
NV Hazard Mitigation Plan

Task Description	Schedule	Priority Deliverables
• Secure funding	Aug 2019	✓ Grant award
• Draft plan	Dec 2019	✓ Draft plan

WE – 003 Estimated Funding

Source	**Amount**
General Fund	$ 15,729
CIP	$ 5,112,193
Total Funding	**$ 5,127,922**

WE – 003 Estimated Staff Time

Total Hours 7,272

WORK ELEMENT 004: TTD TRANSIT SERVICE AND ASSET MANAGEMENT

PURPOSE

To provide oversight and management of the TTD transit program, as well as TTD owned assets, in the interest of private and public entities which have a financial stake, as well as the citizens which they serve. Manage assets consistent with all applicable funding agreements, management agreements, Memorandums of Understanding, and operating agreements to ensure maximum benefit to TTD and the public. Establish and monitor asset replacement program.

DISCUSSION

In an effort to achieve regional transportation goals, TTD has implemented a wide range of transportation projects and transit services, ranging from owning and operating a public compressed natural gas fueling facility, to providing regional transit service, to the construction of transit passenger facilities. As such, TTD has acquired various public and privately financed fixed assets which require operations, maintenance, and replacement in one form or another, as well as subject TTD to liability. In addition, the District became the administrator and operator of the transit service at the south shore of Lake Tahoe in November of 2011. To ensure TTD sponsored projects and services are effectively implemented, TTD staff will provide continuous oversight of TTD operations and assets as part of this WE. TTD staff will establish and evaluate performance measures, milestones, and service levels related to the transit program, as well as plan system improvements and expansion, where appropriate and where financially feasible and cost effective. Sustaining and expanding services will be accomplished by preparing and submitting operational and capital grant applications/requests and subsequent grant management. Additionally, to ensure success of existing and future transit services, regional marketing campaigns and related efforts will also take place under this WE, as will coordination with other local and regional providers and the North and South Shore Transportation Management Associations.

In FY 16, TTD made two strategic changes to its transit operation - one was closing the compressed natural gas fueling facility and the other was to shift the operation of the transit service away from a contractor based operation to an in-house operation at the conclusion of the five-year contract on June 30. Both of these strategic changes are significant and are part of the District's vision in developing an effective inter-regional transit system. The TTD Board made a third significant decision in FY 16 with the adoption of a resolution targeting a seamless public transit system from the I-80 corridor at Truckee to the US 50 corridor at south shore within eight years.

In 2017, TTD prepared a long range inter-regional transit plan entitled the Linking Tahoe: Lake Tahoe Transit Master Plan and updated its Short Range Transit Plan. In 2018, TTD adopted two strategies in response to work force and funding availability. One was adjusting the historical transit service that had been provided to a more sustainable service that could be delivered within existing resources. The other is development of regional revenue options to take through the political process to establish sources needed to implement transit and other multi-modal capital improvements identified in RTP and TTD plans.

Task 4.1
Apply For and Manage Transit Grants

Task Description	Schedule	Priority Deliverables
• Apply for operational and capital grants through NDOT, Caltrans, Federal Transit Administration, and other funding opportunities	As necessary	✓ Grant compliance reports
• Submit grant requests for reimbursement and progress reports	Quarterly	
• Track grant and match expenditures	On-going	

Task 4.2
Manage TTD Insurance Policy

Task Description	Schedule	Priority Deliverables
• Maintain existing TTD insurance policy to minimize liability to the District	As necessary	✓ Premiums paid ✓ Attend CalTIP Board meetings
• Budget for and pay costs associated with annual TTD insurance policy	June 2020	

Task 4.3
Manage TTD Assets and Procurement Process

Task Description	Schedule	Priority Deliverables
• Establish and maintain TTD asset inventory, tracking system, and replacement schedule	On-going	✓ Update inventory and follow up actions
• Prepare and review Requests for Proposals, Request for Qualifications, Request for Bids consistent with established TTD Contracting and Purchasing Procedures	On-going	✓ Procure buses, parts, bus yard improvements

Task 4.4
Liaison with Local and Regional Public and Private Transit Operators and TMA's

Task Description	Schedule	Priority Deliverables
• Coordinate TTD services and regional mobility efforts with Carson City, Douglas County, Washoe RTC, and Placer County TART	On-going	✓ Amend or develop cooperative agreements ✓ Coordinate planning, outreach, messages
• Prepare, attend, and participate in monthly North and South Shore TMA meetings	Monthly	

Task 4.5
Regional Transit Planning and Marketing Program

Task Description	Schedule	Priority Deliverables
• Develop regional transit identity and campaign with area providers	June 2021	✓ Outline strategy and next steps
• Update materials and rider guides for accurate information	As necessary	✓ Develop Tahoe regional brand and service sub-brands
• Conduct public outreach on transit	As necessary	✓ Facility plan
• Coordinate with local area planning efforts on transit and capital improvement proposals	As necessary	✓ Short range transit plan
• Develop facility plan	October 2020	
• Update Short Range Transit Plan	October 2019	

Task 4.6
North Shore Water Transit

Task Description	Schedule	Priority Deliverables
• Due to lack of funding will not be in service	Suspended	✓ Explore new funding potentials

Task 4.7
Transit System Administration

Task Description	Schedule	Priority Deliverables
• Renew Participation Agreements	Oct 2018	✓ Renewals
• Continue with eighth year of East Shore seasonal service	June 2019	✓ Contract ✓ 2019 seasonal summer service
• Participation in CTA, APTA, CalACT	On-going	✓ Business plan for future operations
• Daily operations of transit service	On-going	

Task 4.8
Mobility Management

Task Description	Schedule	Priority Deliverables
• Continue implementing updated ADA Demand Response Policies and Procedures through outreach and training	On-going	✓ Updated policies and procedures
• Continue Regional Coordinating Council facilitation and participation with Social Services Transportation Advisory Council	On-going	
• Continue coordination with health and social service groups	On-going	
• Participation and training through National Transit Institute	On-going	

WE – 004 Estimated Funding

Source	Amount
Transit Operations	$ 7,133,809
CIP	222,916
General Fund	45,881
Total Funding	**$7,402,600**

WE – 004 Estimated Staff Time

Total Hours 129,091

WORK ELEMENT 005: CAPACITY DEVELOPMENT FOR PROJECTS & TRANSIT SERVICE

PURPOSE

To work with the public, private sector, local, state, regional, and federal partners to obtain funding for capital project and transit services through new funding authorities and sources, as well as ensure that regional planning efforts benefit from TTD experience.

DISCUSSION

Financial resource shortages are a persistent problem for capital projects and transit services. Significant effort is needed to create and implement unified regional support for successful local, state, and federal initiatives. Nonetheless, significant opportunities exist to enhance the District's and Region's efforts, including working at the state legislative level in both states and developing steps for local efforts.

Equally critical to the District's long-term success are good, informed regional planning decisions. Significant long-term planning efforts are underway and it is in the District's interest to be involved in the development of implementation policies and directions.

With the successful stabilization of the south shore transit system; the north shore interest in expanding transit service to the Resort Triangle of North Lake, Truckee, and Squaw Valley; the successful introduction of the East Shore Express; and the cross-lake passenger ferry service in the environmental document preparation phase, the time has come for the District to undertake long-term implementation planning. The District has established a model with the State Route 28 National Scenic Byway Corridor Management Plan. The corridor approach to implementation planning will ensure that integrated transit service and project needs are identified and the opportunity is prepared to line up needed resources and agreements to accomplish them.

TTD has also prepared a Corridor Connection Master Plan (CCMP) for the Tahoe region dividing the basin highways around the Lake into six management segments. The CCMP is intended to jump start the implementation process for more comprehensive transportation solutions modeled after the successful SR28 Scenic Byway Corridor Plan. The CCMP provides insight and direction for corridor project development and is to be used by TTD and partners as a guide and process to accelerate implementation of TRPA's Regional Transportation Program.

When combined with TTD's Transit Master Plan and Short Range Transit Plan, the policy and infrastructure blueprint becomes clear and is focused on accelerated implementation of transit and multi-modal transportation system and service improvements.

Task 5.1
State and Local Revenue Development for Transportation Program

Task Description	Schedule	Priority Deliverables
• Secure local political commitment for new capital project development and program management fund sources	December 2019	✓ Action Plan development ✓ Consultant report
• Local Self Help Program options development (ONE TAHOE Initiative)	December 2019	

Task 5.2
Legislative/ Association Coordination/ Development/ Outreach

Task Description	Schedule	Priority Deliverables
• California legislative program	Monthly	✓ Project funding ✓ Additional Authorities
• Nevada legislative program	Monthly	
• Outreach and education	Monthly	
• CalCOG participation	On-going	

Task 5.3
Planning and Resource Coordination/ Development

Task Description	Schedule	Priority Deliverables
• Coordinate with transportation and regional land use planning initiatives	Monthly	✓ Attend state/national coordination or association meetings
• Enhancement plans	On-going	

Task 5.4
Tahoe Basin Corridor

Task Description	Schedule	Priority Deliverables
• Complete corridor connection plans, including Ferry Oriented Development	July 2024	✓ PDT workshops ✓ Corridor plans ✓ Inter-regional transit plan

WE – 005 Estimated Funding

Source	**Amount**
CIP	$ 413,056
General Fund	14,282
Total Funding	**$ 427,338**

WE – 005 Estimated Staff Time

Total Hours 481

Tahoe Transportation District
Approved FY20 Budget
By Fund Type

	TOTAL	GENERAL	CIP	TO	Parking System (PS)	GFA
Revenues						
Federal Grants	$ 9,163,007	$ -	$ 5,323,734	$ 3,839,273	$ -	$ -
State Funding	3,150,314		1,211,374	1,938,940		
Contributions	146,434		21,434	120,000	5,000	
General Revenues	503,110	503,110				
Charges for Services	1,055,300	110,000		685,000	260,300	
Special Items	1,720	120	600	500	500	
TOTAL REVENUES	**$ 14,019,885**	**$ 613,230**	**$ 6,557,142**	**$ 6,583,713**	**$ 265,800**	**$ -**
Expenses						
Personnel	$ 4,811,057	$ 270,125	$ 514,166	$ 3,989,739	$ 37,027	$ 30,000
Admin Support (ICAP)	503,110		80,069	397,011	26,030	
Contracts	5,633,762		5,510,712		123,050	
Fuel	350,000			350,000		
Other Operating	2,290,407	312,970	130,753	1,809,270	37,414	
Depreciation & Disposal of Assets	762,500			757,500	5,000	2,400
Capital Outlay	12,000	10,500		1,500		
Interest	7,500	7,500				
TOTAL EXPENSES	**$ 14,370,336**	**$ 601,095**	**$ 6,235,700**	**$ 7,305,020**	**$ 228,521**	**$ 32,400**
Other Funding Sources						
In (Revenues)	$ (714,546)	$ -	$ (196,852)	$ (517,694)	$ -	$ -
Out Expenses	714,546	33,197	517,694	163,655		
TOTAL OTHER FUNDING SOURCES	$ -	$ 33,197	$ 320,842	$ (354,039)	$ -	$ -
Increase / (Decrease) to Fund Balance	**$ (350,451)**	**$ (21,062)**	**$ 600**	**$ (367,268)**	**$ 37,279**	**$ (32,400)**

Fiscal Year 2020 Salary Table

TTD Positions - Non Represented

Grade	Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
1		24,958	25,957	26,956	27,953	28,951	29,951	30,949	31,947
2	Transit Information Officer; Parking Attendants	26,956	28,033	29,112	30,191	31,269	32,348	33,427	34,505
3		29,112	30,277	31,441	32,605	33,771	34,934	36,098	37,264
4	Accounting Clerk	31,441	32,698	33,941	35,231	36,464	37,740	38,948	40,233
5	Parts Clerk	33,941	35,314	36,673	38,030	39,389	40,747	42,105	43,464
6		36,673	38,140	39,607	41,073	42,541	44,007	45,474	46,941
7	Operations Specialist	39,607	41,190	42,774	44,358	45,944	47,528	49,111	50,696
8	Road Supervisor	42,774	44,486	46,197	47,907	49,618	51,330	53,040	54,751
9	Procurement/Contract Analyst	46,197	48,044	49,870	51,765	53,577	55,452	57,227	59,115
10	Maintenance Supervisor	49,870	51,868	53,839	55,831	57,875	59,870	61,866	63,862
11	Transit Accountant; Safety/Training Manager; Payroll Accountant	53,836	55,989	58,195	60,350	62,503	64,661	66,815	68,970
12	Clerk of Board / DBE Liaison; Transit Planner/Analyst; CIP Support; Senior Road Supervisor	58,195	60,522	62,849	65,177	67,505	69,834	72,160	74,488
13	Sr. Planner; Controller	62,849	65,363	67,847	70,425	72,890	75,441	77,931	80,503
14	Fleet & Facility Mgr; Capital Program Specialist; Transit Ops Mgr	67,847	70,592	73,308	76,024	78,739	81,453	84,168	86,884
15	HR/Risk Manager	73,308	76,241	79,172	82,105	85,037	87,970	90,902	93,835
16	Chief Financial Officer	79,172	82,339	85,505	88,674	91,840	95,007	98,173	101,341
17	Capital Program Mgr; Transit System Program Mgr Engineer I	85,505	88,926	92,346	95,766	99,187	102,607	106,027	109,448
18	Legal Counsel	92,346	96,041	99,735	103,429	107,121	110,817	114,510	118,204
19	Sr Engineer	99,735	103,724	107,666	111,757	115,669	119,717	123,548	127,626

Tahoe Transportation District
Approved FY20 Budget
Transit Operations Personnel

Positions	Number	FY20 Budget	Estimated Hours
Full Time Bus Drivers	25	1,503,158	57,381
Part Time Bus Drivers	8	161,881	7,340
Full Time Dispatch	4	224,618	9,044
Full Time Maintenance	5	370,395	11,005
Full Time Utility Worker	4	196,413	8,864
Total Represented EE's	46	2,456,465	93,634
Full Time Technical Supervisor	1	83,357	2,253
Full Time Parts Clerk	1	56,195	2,147
Full Time Operations Specialist	1	63,420	2,100
Full Time Information Officers	1	47,959	2,083
Full Time Sr Road Supervisor	1	99,452	2,080
Full Time Road Supervisor	3	253,902	6,840
Full Time Safety Training Manager	1	84,038	2,080
Part Time Parking Attendants	2	17,378	910
Full Time - Fleet & Facility Mgr	1	98,174	2,080
Full Time - Transit Operations Mgr	1	111,818	2,080
Total Non-Represented EE's (Operations)	13	915,693	24,653

Tahoe Transportation DISTRICT

Connecting our communities

MEMORANDUM

Date: October 7, 2019

To: Tahoe Transportation District (TTD) Board of Directors

From: TTD Staff

Subject: Informational Report on Public Transit System Regulatory Oversight and Transparency Requirements and Process

---

Action Requested:
No action is requested. This is an informational report on transit oversight and transparency as part of educational background information related to TTD operations.

Background:
This report summarizes the major regulatory structures that govern the provision of public transit.

Highlights:
- ✓ Federal Transit Administration (FTA)
- ✓ State of California
- ✓ Tahoe Regional Planning Agency
- ✓ State of Nevada
- ✓ California Highway Patrol
- ✓ Federal Department of Transportation

Discussion:
Public transit is a highly regulated industry with strong oversight at the federal, state, and local levels of government. With the passage of the federal transportation bill (Fixing America's Surface Transportation Act or FAST Act) in December 2015, the Tahoe region, as defined under the Metropolitan Planning Organization designation (MPO), was classified as a large urban area. This technical correction made the MPO region eligible for formula capital and transit operating funds. Working with the MPO and FTA, TTD and Placer County, operating the TART system, became direct recipients of federal urbanized grants. Prior to becoming a direct recipient, TTD and TART were sub-recipients of federal funds that were allocated to the States of California and Nevada. As a sub-recipient, the oversight of the transit system is conducted by the states through their respective funding programs. TTD applies each grant cycle for discretionary funds. The FTA regulates direct recipients, so the states' programs are also reviewed by FTA.

GF/ja AGENDA ITEM: VI.C.

Federal Transit Administration

Triennial Review

As a direct recipient, TTD is now subject to direct FTA oversight. FTA uses triennial reviews to gauge compliance, review performance, identify areas of improvement, and guide corrective actions for all direct recipients. Mandated by Congress in 1982, the Triennial Review occurs once every three years. It examines how recipients of Urbanized Area Formula Program funds meet statutory and administrative requirements. The review currently examines up to 21 topic areas. In addition to helping evaluate recipients, the review gives FTA an opportunity to provide technical assistance on FTA requirements and aids FTA in reporting to the Transportation Secretary, Congress, other oversight agencies, and the transit community on the Urbanized Area Formula Program. These reviews are typically collaborative rather than punitive exercises with FTA's team of reviewers in the role of subject matter experts.

FTA's triennial reviews are extensive. To assist recipients in preparing for the triennial review, FTA conducts workshops (staff attended the June 2019 workshop in San Francisco), and provides training materials, procedural guides, and other supporting materials. There are 21 sections of review. These are listed below:

1. Legal
2. Financial Management and Capacity
3. Technical Capacity – Award Management
4. Technical Capacity – Program Management and Sub-Recipient Oversight
5. Technical Capacity – Project Management
6. Transit Asset Management
7. Satisfactory Continuing Control
8. Maintenance
9. Procurement
10. Disadvantaged Business Enterprise (DBE)
11. Title VI
12. Americans with Disabilities Act (ADA) – General
13. Americans with Disabilities Act (ADA) – Complementary Paratransit
14. Equal Employment Opportunity
15. School Bus
16. Charter Bus
17. Drug-Free Workplace Act
18. Drug and Alcohol Program
19. Section 5307 Program Requirements
20. Section 5310 Program Requirements
21. Section 5311 Program Requirements

The triennial review process includes a pre-review assessment, a review scoping meeting with the FTA regional office, and an on-site visit at the recipient's location. A Recipient Information Request (RIR) package was sent to TTD noticing the review and site visit. The RIR contained a list of items and questions that TTD submitted to the reviewer. A review scoping meeting was conducted between the reviewer and Region IX Office and additional files retained by the regional office were sent to the reviewer electronically. TTD then received a site visit agenda package noting the site visit is scheduled for October 15 and 16 and indicating the information that would be needed and issues that would be discussed.

The onsite portion of the review will begin with an entrance conference, where the purpose of the triennial review and the review process will be discussed. The remaining time will be spent discussing administrative and statutory requirements and reviewing documents. The reviewer will visit TTD's transit maintenance and operations facility, administrative offices, and the new Mobility Hub to review records, inspect vehicles, and review projects.

The reviewer will examine a sample of maintenance records for FTA-funded vehicles and equipment. Upon completion of the review, FTA and the reviewer will provide a summary of preliminary findings to TTD at an exit conference.

The metrics used to evaluate whether a recipient is meeting the requirements for each of the areas reviewed are:

- **Not Deficient**: An area is considered not deficient if, during the review, no findings were noted with the recipient's implementation of the requirements.
- **Deficient**: An area is considered deficient if any of the requirements within the area reviewed were not met.
- **Not Applicable**: An area can be deemed not applicable if, after an initial assessment, the recipient does not conduct activities for which the requirements of the respective area would be applicable.

National Transit Database

FTA's National Transit Database (NTD) records the financial, operating and asset condition of transit systems. FTA grant recipients are required to submit data to the NTD in uniform categories. Requirements include information on agency funding sources, inventories of vehicles and maintenance facilities, including Transit Asset Management (TAM) target reporting, safety and security event reports, measures of transit service provided and consumed, and data on transit employees. The level of detail and national threshold parameters often require well over one hundred hours of staff time to complete both the annual and monthly reporting.

The NTD is designed to support local, state and regional planning efforts and help governments and other decision-makers make multi-year comparisons and perform trend analyses.

Public Transportation Agency Safety Plan

On July 19, 2018, FTA published the Public Transportation Agency Safety Plan (PTASP) Final Rule, which requires TTD, as a recipient of federal funds under FTA's Urbanized Area Formula Grants, to develop safety plans that include the processes and procedures to implement Safety Management Systems (SMS).

The PTASP rule became effective on July 19, 2019. FTA published a "Dear Colleague" letter on July 19, 2019, to alert the transit industry of the July 20, 2020 safety compliance deadline. The plan must include safety performance targets. Transit operators must certify they have a safety plan in place meeting the requirements of the rule by July 20, 2020. The plan must be updated and certified by the transit agency annually.

The rule applies to all operators of public transportation systems that are recipients and sub-recipients of federal financial assistance under the FTA Section 5307. However, FTA is deferring applicability of this requirement for those operators that only receive funds through FTA's Enhanced Mobility of Seniors and Individuals with Disabilities Formula Program (Section 5310) and/or Rural Area Formula Program (Section 5311). TTD is already working on

compliance with the PTASP under Section 5307. When the rule is updated to include Section 5311, there will likely be an additional burden of reporting similar information to NDOT.

Drug & Alcohol Testing
The United States Department of Transportation (USDOT) requires all employees who perform a "safety sensitive function" be subject to the following: pre-employment, post-accident, reasonable suspicion, and random tests. For public transit, FTA is the regulatory agency responsible for monitoring and enforcing this regulation. In 2019, FTA increased the random drug testing rate from 25% to 50%, after a nationwide increase in random drug tests with positive results. For TTD, this means one safety sensitive employee is sent for random drug and alcohol testing and a second employee is sent for random drug testing every month. Drug and Alcohol Testing Management Information System Data must be submitted on a monthly basis to both FTA (tied to Section 5307 funding) and the State of Nevada (tied to Section 5311 funding). These reports detail TTD's monitoring and testing program.

Commercial Driver's License Medical
The Federal Motor Carriers Safety Administration (FMCSA) of USDOT requires certificates of medical examinations for all commercial operators. A certified examiner on the National Registry must perform these physicals and an operator may be certified for up to two years. However, if the examiner identifies an issue for review, the driver may only be issued a short-term certification so the examiner can monitor and/or condition the driver's fitness for duty.

Programmatic Reporting
All federal funding programs require regular, periodic reports on individual project expenditures, contracts, progress, and milestones.

State of California

Transportation Development Act (TDA) Triennial Performance Audit
The California Public Utilities Code (PUC) Sections 99246 and 99248 requires the Regional Transportation Planning Agency (RTPA) to prepare and submit an audit of its performance on a triennial basis to the California Department of Transportation (Caltrans) in order to continue to receive TDA funding. TDA funds include the Local Transportation Fund and the State Transit Assistance fund.

The Tahoe Regional Planning Agency (TRPA) is the RTPA for the operators within the Tahoe Basin and conducts the TDA triennial performance audits on each operator.

The audit includes a review of the following areas:

- Compliance with TDA requirements
- Status of prior audit recommendations
- Transit system performance trends
- Detailed functional review

Recommendations are developed from the review to improve the operational efficiency and effectiveness of TTD.

Single Audits
The California's State Controller's Office (SCO) is the single audit oversight agency for most California local governments, including TTD, ensuring the State of California carries out its

responsibilities in accordance with the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) issued December 26, 2013. The Uniformed Guidance requires non-Federal entities that expend $750,000 or more in Federal awards in a fiscal year to have a single or program-specific audit conducted for that fiscal year.

State Controller's Transit Operators Financial Transactions Report (FTR)
Public Utilities Code (PUC) section 99243(a) requires that local agencies submit their financial transactions to the SCO within seven months after the end of the fiscal year. The report must contain underlying data from audited financial statements prepared in accordance with generally accepted accounting principles (GAAP), if this data is available.

Programmatic Reporting
Various state funding programs require quarterly reports on individual project expenditures, contracts, progress, and milestones.

Tahoe Regional Planning Agency

TRPA requires extensive reporting through the Lake Tahoe Info - Transit Monitoring Dashboard to monitor and inform transportation policy and programs. The FAST Act requires states and MPOs to develop targets for specific performance measures related to safety, transit, and roadway/bridge conditions. To comply with FAST Act regulations, TRPA has prioritized identifying performance measures and setting targets for transit in an effort to improve the efficiency and effectiveness of the level of service provided to Tahoe. The Tahoe transit monitoring program requires entering statistics on the following:

- Deadhead Miles and Hours
- Ridership
- Transit Mode Share
- Productivity
- On Time Performance
- Operating Cost
- Farebox Recovery
- Rolling Stock
- Equipment
- Facilities
- Infrastructure

Based on the data generated from these reporting requirements, TRPA staff creates a Productivity Improvement Program (PIP) for each transit operator. "Through the PIP, transit planners at TRPA must annually identify and recommend small-scale productivity improvements to enhance service efficiency and continually monitor transit performance for the Region." Further, "Transit goals included in the Regional Transportation Plan, Long Range Transit Master Plan, and Short Range Transit Plans will only be realized with consistent performance monitoring and implementation of PIP recommendations" (Lake Tahoe Region Transit Monitoring Program: Monitoring Protocol, January 2019).

TRPA also coordinates the regional TAM program. The regional TAM is consistent with each agency's adopted TAM and sets regional goals for asset management. TRPA's TAM establishes a strategic and systematic process of operating, maintaining, and improving public capital assets effectively through their entire lifecycle.

State of Nevada

Nevada Department of Transportation

Nevada Department of Transportation (NDOT) is a direct recipient of FTA Section 5311 funds for the provision of rural and intercity transit. As a sub-recipient of these funds from NDOT, TTD must provide nearly same level of reporting to NDOT as if TTD had received the funds directly. This reporting includes an Excel-based workbook of operating statistics, including ridership, maintenance activities, hours of service, miles of service, drug and alcohol testing, and financial data. In addition, staff reports TAM activities to NDOT. NDOT receives safety incident notifications directly from NTD.

California Highway Patrol

Biennial Inspection of Terminals (BIT) Program, was enacted by the California Legislature in an effort to alleviate the growing number of truck related collisions on California's highways. Primarily, the intent is to ensure every terminal throughout the state is inspected by the California Highway Patrol (CHP) on a regular basis, thereby creating a level field for all motor carriers statewide.

Terminal inspections are conducted by CHP as a tool to determine if motor carriers are complying with Motor Carrier Safety regulations on an on-going basis, particularly with regard to the legal requirement to maintain commercial motor vehicles according to a scheduled maintenance (preventive maintenance) program. Motor carriers are permitted to establish their own maintenance program. The CHP's role is to determine whether the carriers' selected maintenance schedules are adequate to prevent collisions or mechanical breakdowns involving the vehicles and all required maintenance and driver records are prepared and retained as required by law. These same basic requirements are applied to all carriers, large and small. Section 34501.12 of the California Vehicle Code requires any person or organization directing the operation of certain trucks and/or trailers to participate in the BIT Program. The law requires the CHP to inspect California terminals every 25 months.

Carriers who operate vehicles regulated under the BIT program are required to inspect each vehicle in 90-day intervals or sooner, if necessary, to ensure safe operation. Inspections must be documented and inspection reports must be retained for at least two years. At a minimum, the following items need to be inspected:

- Brake adjustment
- Brake system components and leaks
- Steering and suspension systems
- Tires and wheels
- Vehicle connecting devices (fifth wheels, kingpins, pintle hooks, drawbars, chains, etc.)
- Periodic inspection reports must include:
    a. Identification of the vehicle including, make, model, license number, company vehicle number or other means of positive identification
    b. Date and nature of each inspection and repair performed
    c. The signature of the authorized representative attesting to the inspection and to the completion of all required repairs

During a BIT inspection, CHP Motor Carrier Specialist (MCS) personnel will inspect a sample of regulated vehicles, maintenance records of the vehicles, and driver proficiency documents,

driver logs, and credentials (driver's license, verification of transit training, medical certifications) to determine if the motor carrier is in compliance with applicable motor carrier safety related statutes and regulations. If the motor carrier transports hazardous materials or hazardous waste, relevant hazardous materials records and safety practices will also be inspected.

MCS personnel do not issue citations for violations discovered. Instead, a safety compliance rating is assigned in each category: regulated vehicles; maintenance program; driver records; and hazardous materials (if applicable). The ratings are either "satisfactory" or "unsatisfactory." A "conditional" rating may be issued under limited circumstances on re-inspections. If each category is rated satisfactory and the composite terminal rating is satisfactory, the next inspection should take place within 25 months. If any category is rated unsatisfactory, the motor carrier is informed there is an unsatisfactory condition, specific direction is given to correct the unsatisfactory condition, and a re-inspection will be scheduled within 120 days to ensure the motor carrier has corrected the unsatisfactory condition.

Conclusion:

Public transit is subject to an extensive regime of regulation and oversight that ensures financial and operational transparency. Much of the data noted above is duplicative in nature, but specific in practice because each agency and sub-report has a nuanced approach. For example, TTD's and California's fiscal year is July 1 to June 30, whereas Nevada's reporting year and FTA's fiscal year is October 1 to September 30. These various approaches require staff to constantly dissect then reassemble data dependent on the program requirements. However, the disparate data sets must still tie together. While not all reports directly tie to one another, the underlying data is consistent so the reports will validate each other. FTA's NTD data must match California's SCO Report, which must tie to the single audit. These numbers are then used by TRPA when verifying the allocation of TDA funds to the transit operations and projects. Similarly, NDOT reports must also demonstrate consistently with NTD, even though the NTD report covers a different time period than the NDOT reporting.

TTD uses a transit data Management Information System (MIS) – Reporting Solution – that collects nearly all forms of operational data for monitoring and compliance. Reporting Solution records driver hours, customer complaints, work orders, parts inventory, ridership, fares collected, miles traveled and so on. EcoLane (paratransit MIS) records much the same data, but specific to TTD's paratransit operation. Microsoft NAV is TTD's accounting software that keeps track of A/P functions, payroll, grants, and a myriad of other accounting functions. Kronos is a timekeeping and HR management suite. CIPAce is a capital projects and grants management software. Remix is a software package used for route planning and Operator scheduling. And, of course, there are many Excel-based tracking spreadsheets employed.

The breadth of data collection and analysis necessary means nearly every position has a role ensuring TTD's operations are compliant and transparent. From the District Manager indicating final approval for report submittals and audit results to temporary workers collecting the number of boardings and alightings on a given route, successfully fulfilling TTD's regulatory requirements is everyone's job!

Additional Information:

If you have any questions or comments regarding this item, please contact George Fink at (775) 589-5325 or gfink@tahoetransportation.org.

GF/ja AGENDA ITEM: VI.C.

Tahoe Transportation DISTRICT

Connecting our communities

MEMORANDUM

Date: October 7, 2019

To: Tahoe Transportation District (TTD) Board of Directors

From: TTD Staff

Subject: Informational Update on Lake Tahoe Community College's Continued Partnership with TTD, including the Mobility Hub

---

Action Requested:
This an informational item only. No action is required at this time. TTD staff will provide an informational briefing on the continued partnership with the Lake Tahoe Community College (LTCC), highlighting exemplary outcomes, such as LTCC student, staff, and faculty access to free-to-user transit, as well as the Lake Tahoe Basin's first mobility hub.

Work Program Analysis:
All work associated with this effort is captured under respective elements of the existing Transit Work Program, including corresponding staff time.

Background:
In November 2017, a Memorandum of Understanding (MOU) was established with LTCC, creating access for LTCC students, staff, and faculty to free-to-user transit, along with a $36,000 contribution to the District through LTCC's Advance Program. The MOU was designed to encourage wide collaboration with community stakeholders. Both parties agreed to assess the program regularly, which resulted in an increase in the contribution to $40,000 in FY 2018-19, recognizing the value TTD brings to the college.

Staff began collaboration on a separate MOU with Lake Tahoe Community College District (LTCCD) in March 2018 for financial participation and operational coordination on the LTCC Mobility Hub project. The new mobility hub has been designed to include two multi-modal transportation shelters, outfitted to accommodate electric bus overhead-charging equipment, along with two pedestal slow-chargers to enable nightly charging of up to two buses. The MOU was fully executed in November 2018. In addition to LTCC's contribution to the mobility hub's construction, LTCC provided design, architectural, and engineering funding to augment TTD's available funding for facility construction, including the electrical infrastructure. The first phase of construction was completed in September 2019.

Discussion:
The partnership with LTCC has proven exemplary through outstanding collaboration and financial commitment. This exceptional partnership has afforded TTD the opportunity to bring the Lake Tahoe Basin its first mobility hub: a phenomenal demonstration project which achieves numerous area plan goals.

TF/ja AGENDA ITEM: VI.D.

The mobility hub concept is highlighted in TTD's Linking Tahoe: Lake Tahoe Basin Transit Master Plan (TMP), as supporting infrastructure vital to ensuring a high quality user experience. The TMP differentiates between a traditional transit center and a mobility hub stating:

- ***"Transit centers** are for transit vehicles only, potentially with some bike parking."*

While,

- ***"Mobility hubs** incorporate buses, parking, and cycle facilities and have nine objectives as outlined below. They are people places that provide a focal point for the transit network at key points around the lake."*

As a multi-modal facility, the LTCC Mobility Hub accomplishes the above goals while also achieving all nine mobility hub objectives:

1) Seamless integration of modes at the mobility hub
2) Safe and efficient movement of people with high levels of pedestrian priority
3) A well-designed transit station for a quality user experience
4) Strategic parking management
5) Well-designed cycling storage facilities
6) An attractive public realm that is designed to make the public feel safe and secure
7) Minimal ecological footprint
8) Designed for technology and wayfinding
9) Planned for future growth and change

The LTCC Mobility Hub project also achieved key plan goals referenced in both TTD's Short Range Transit Plan (SRTP) and the Tahoe Regional Planning Agency's (TRPA) Linking Tahoe: Regional Transportation Plan/Sustainable Communities Strategy 2017-2040 (RTP/SCS). The RTP/SCS states:

"Over the next four years, many of the needed service enhancements will begin… On the South Shore, TTD will increase frequency on its U.S. 50 route…and increase service frequency and connectivity to the Lake Tahoe Community College. …To support these increased operations, TTD will enhance…transit stops and infrastructure operations at the Lake Tahoe Community College."

The chapter on future service improvements and programs within the SRTP envisioned a new mobility hub, complemented with increased frequency to LTCC, stating:

"This proposed facility would offer multi-modal access to transit, where passengers can park their vehicle for the day and ride transit. Multiple bike and pedestrian pathways will also connect to the LTCC mobility hub, making it a choice example of what a mobility hub would look like in the Tahoe Basin."

This strategic partnership with LTCC showcases the effectiveness of productive collaboration. With a steadfast commitment from both partners, achievement of several significant plan goals, within only a couple years after adoption of these area plans, is now reality. Additional plan goals achieved include improving safety, expanding traveler choices, enhancing user experience, improving technology, leveraging available fund sources, environmental stewardship, and promoting alternative transportation.

The documents referenced above are available online at the links below:

- Linking Tahoe: Lake Tahoe Basin Transit Master Plan
  (TTD Board adopted in June 2017)
  Transit Master Plan
- Short Range Transit Plan (TTD Board adopted in October 2017)
  Short Range Transit Plan
- Linking Tahoe: Regional Transportation Plan/Sustainable Communities Strategy
  (TRPA Governing Board adopted in April 2017)
  Regional Transportation Plan

Additional Information:

If you have any questions or comments regarding this item, please contact Tara Frank at tfrank@tahoetransportation.org or (775) 589-5508.

TF/ja AGENDA ITEM: VI.D.