



MEMORANDUM

Date: May 12, 2021

To: Tahoe Transportation District (TTD) Board of Directors

From: Cindy Gustafson, Board Chair
Sue Novasel, Board Director

Subject: Presentation of District Manager's Evaluation, 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.

Fiscal Analysis:

None. The evaluators are not recommending a salary increase.

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 \$140,437,02.

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.

CG/ja

AGENDA ITEM: VIII.F.

- 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.

For this evaluation cycle, the Board Chair requested and secured the participation of Board member Sue Novasel to join her 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, 2019 through March 31, 2021, prepared by the Evaluators
- District Manager's Proposed Fiscal Year 2022 (FY22) Specific Performance Objectives
- District Manager's Self-Evaluation

Discussion:

Supervisor Novasel and myself prepared the attached review that summarizes feedback we have received from the Board. We then met with Carl and discussed the results, as well as approaches for addressing areas of desired improvement. We will be meeting with Carl to review and implement a development plan in accordance with the review assessment. We will report back to the full Board the plan and objectives for the next period.

Attachment:

- A. 2019-2021 Performance Review Prepared by Evaluators and District Manager's Self-Evaluation and related information

Performance Evaluation

**Carl Hasty, District Manager
Tahoe Transportation District**

Period: July 1, 2019 through March 31, 2021

Evaluators:

Cindy Gustafson and Sue Novasel

Evaluation Standards

The following standards have been adopted by the Board to be used to evaluate the District Manager on performance objectives established the prior year and on the other duties listed in Section 6 of the Agreement for Services between the Board and the District Manager.

A. Exceeds Expectations = 3 points

- Employee demonstrates substantial knowledge and ability in performance of job duties.
- Clearly and consistently exceeds expectations.
- Requires a minimum of direction or supervision.
- Demonstrates willingness to assume additional responsibilities.
- Makes significant contributions beyond normal job responsibilities.
- May teach others and is a role model.
- Employee continually demonstrates excellent ethical and innovative leadership skills.
- Fosters positive communication and relationships at multiple levels.

B. Meets Expectations = 2 points

- Employee demonstrates knowledge and ability to meet performance expectations.
- At times, this employee may require more supervision, revision or adjustment to meet expectations, but will seek out appropriate assistance when needed.
- Assignments are completely accurately and in a timely manner although occasional assistance may be required.

C. Does Not Meet Expectations = 1 point

- The employee's performance or behavior needs improvement and/or is inconsistent or unacceptable.
- Employee has limited grasp of basic job requirements despite repeated coaching and/or retraining.
- Shows little or no initiative or urgency to perform.

Professional, Organizational & Leadership Duties and Standards

1. **Leadership – Rating:** 3 points 2 points 1 point

	<u>Rating</u>
• Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.	2
• Exhibits ethical leadership and models the conduct that is expected from those he leads.	2
• Performs duties with honesty, accountability, fairness and professionalism.	2
• Inspires confidence, establishes credibility with the board, staff and others.	1
• Exhibits a variety of interpersonal skills inclusive of effective communication skills, facilitation of teamwork, employing conflict resolutions skills, engendering confidence in leadership by subordinates, listening and feedback skills, addressing emotional behavior, and empowering staff and related human interaction abilities.	2
• Maintains and effectively exhibits a positive attitude in their work and creates a culture of excellence throughout his work group by sharing positive feedback and constructive criticism, when necessary, to both individuals and the work team.	2
• Manages and oversees the daily oversight of the TTD staff.	2
• Plans, organizes, creates and implements TTD administrative processes, tools, and administrative capabilities.	2

2. **Vision, Mission & Strategy – Rating:** 3 points 2 points 1 point

	<u>Rating</u>
• Articulates a compelling vision or picture of the future, pertaining to his work group and how that vision is consistent with the values and mission of TTD.	2
• Possesses broad knowledge and perspective and is future-oriented.	2
• Demonstrates the capacity to maintain the work group’s direction and consistency in meeting their defined strategic objectives.	2
• Plans and implements construction projects and transit services.	2
• Develops and implements strategic legislative, funding, partnership and organizational actions relevant to TTD mission statement.	1

3. **Decision-Making & Critical Thinking – Rating:** 3 points 2 points 1 point

	<u>Rating</u>
• Recognizes issues, problems, or opportunities, and determines whether action is needed to advance the decision-making process.	1
• Demonstrates the ability to maneuver through complex political situations effectively.	1
• Possesses the ability to skillfully negotiate in difficult situations with both internal and external groups; can be direct as well as diplomatic.	1

- Possesses ability to envision enhancements to a particular support service or program activity. 2
- Demonstrates the ability to lead and explore alternatives to the status quo. 2
- Looks toward the broadest possible view of an issue/challenge; thinks globally. 2

4. **Resilience & Change Management** – **Rating:** 3 points 2 points 1 point

- | | <u>Rating</u> |
|---|---------------|
| • Develops necessary policies, objectives, budgets, funding sources, and other items. | 2 |
| • Encourages positive change in support service or program functions and exhibits the ability to change constructively, positively, and effectively by communicating the reason/need for change, involving others in the process, and following up on the impact of change. | 1 |
| • Responds quickly to change and easily considers new approaches. | 2 |
| • Anticipates reactions and objections to change, and plans how to overcome them. | 1 |
| • Takes the steps necessary to understand changes in internal and external environments. | 1 |
| • Researches and identifies “best practices” and implements accordingly. | 2 |
| • Supports new systems and procedures. | 2 |

5. **Resource Management** – **Rating:** 3 points 2 points 1 point

- | | <u>Rating</u> |
|---|---------------|
| • Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the District’s mission and objectives. | 3 |
| • Demonstrates the ability to estimate, justify, and manage appropriate funding levels to support the mission. | 2 |
| • Ensures that self and staff are trained and competent in utilizing existing and new information technology. | 2 |
| • Understands and utilizes internal and external resources to achieve objectives. | 2 |
| • Maintains responsive and effective transit system within operating budget. | 2 |

6. **Financial Management** – **Rating:** 3 points 2 points 1 point

- | | <u>Rating</u> |
|---|---------------|
| • Keeps the board informed using generally accepted financial and accounting reports. | 2 |
| • Demonstrates broad understanding or principles of financial management. | 2 |
| • Prepares, justifies and administers District budgets. | 2 |
| • Monitors expenditures in support of programs and policies. | 2 |

- Uses creative approaches to maximize or leverage the use of financial resources. 2
- Ensures the fiscal responsibility and management of their respective work group by meeting all cost center budgets and performance/unit delivery standards. 2

7. **Collaboration & Public Image – Rating:** 3 points 2 points 1 point

- | | <u>Rating</u> |
|--|---------------|
| • Builds relationships with primary local, state, federal and private sector partners. | 2 |
| • Leverages expertise and contacts to solve problems, gain knowledge or develop new business. | 1 |
| • Considers impact on external partners and stakeholders when planning program development or expansions. | 1 |
| • Promotes effective public education by making materials available regarding the TTD's mission and actions. | 1 |
| • Works and coordinates jointly with various groups and individuals in order to insure the necessary collaboration to complete TTD projects. | 1 |

FY20 Proposed Annual Performance Objectives

Please see 'Carl Hasty Self Evaluation' document for his report on Outcomes of these Objectives.

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.

Rating: 3 points 2 points 1 point

2. Discretionary funding applications and/or commitments for the elements of the US 50 SSCR. P.

Rating: 3 points 2 points 1 point

3. Environmental document completion, permit approval, and next level design phase under way for the SR 28 Central Corridor eight-mile segment.

Rating: 3 points 2 points 1 point

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.

Rating: 3 points 2 points 1 point

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.

Rating: 3 points 2 points 1 point

6. Pursue and develop other funding sources for projects and services within TTD's responsibility that relate to the bi-state 10-year list.

Rating: 3 points 2 points 1 point

7. 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.

Rating: 3 points 2 points 1 point

8. 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.

Rating: 3 points 2 points 1 point

9. 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.

Rating: 3 points 2 points 1 point

Overall Assessment

The Tahoe Transportation District has transformed dramatically during the last 18 months. The Board of Directors has changed significantly in both structure and composition. Considering this dramatic turnover of members, Carl and staff are adjusting to new direction, priorities, and involvement. Also during the period of this review, staff were faced with the impacts of a global pandemic that resulted in a wide-variety of changes to the provision of services, protocols, safety for employees, passengers, and instituting new procedures for meetings and public involvement. In addition to these changes, the Bi-State Consultation group recognizing the enormous deficit of transportation funding and the needed “buy-in” by both States’ leadership, re-started its meetings. Their focus of involvement has continued to be the prioritization of transportation projects, services and funding needed. Carl’s participation in both the development of the Regional Transportation Plan and the Bi-State Consultation has required a significant amount of time and effort during the period of this review.

While facing all of these challenges, Carl’s overall performance during this period meets expectations. It is no small accomplishment that TTD has continued its performance in all services and projects during this extraordinary time. The Board has identified Carl’s strengths including his knowledge of transportation operations and funding, commitment to TTD, and financial and internal management of the organization. There are also important areas that the Board has identified for improvement. Carl is asked to develop a written plan for proactively addressing each of the areas identified needing improvement and provide written updates monthly to the Board in his Director’s report. The primary themes for improvement identified throughout the various categories revolve around the need for improved, proactive and consistent two-way communication with the Board, other agencies, organizations, and the public. This includes focusing on: decision-making, project implementation, and critical analysis of issues. The Board recognizes that additional resources and professional support are likely needed to meet the Board’s expectations and should be considered as part of the plan.

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: Work with the Board on self-development areas and develop a staff succession plan.

Future Objective #2: Develop a funding strategy for additional District staffing, including reorganizing existing staff roles and duties to free-up resources.

Future Objective #3: Update the Short Range Transit Plan in the next fiscal year.

Future Objective #4: Develop a financing/transition plan for the US 50/South Shore Revitalization project.

Future Objective #5: Complete agreed upon tasks for the sustainable regional revenue effort.

Future Objective #6: Other

Verification of Review

By signing this form, you confirm that you have discussed this review in detail with your supervisor. Signing this form does not necessarily indicate that you agree with this evaluation.

Employee Signature

Date

Manager Signature

Date

Proposed Objectives for FY 20 from October 2019 Review

Self-Evaluation - District Manager

Carl Hasty's Report on Outcomes for May 2021 Review

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.*

Staff has been actively working on all elements of this project since the project's TRPA and CEQA determination process and permitting were completed in 2018 and the Federal Highway Administration's NEPA Record of Decision in 2019.

Replacement Housing: Staff has been meeting with all parties on the affordable housing project including the contractor - Pacific Development Group. Pacific Development Group has submitted plans for project approval with the City of South Lake Tahoe and TRPA.

Main Street Management Plan: The Main Street Plan concept was completed and approved at TRPA in November of 2020. The Parking Management Plan is drafted and ready to bring to TTD for approval. The parking consultant team has been working with staff, private, and public partners on implementing parking management recommendations since October of 2020. There is interest by Douglas County and Heavenly Mountain Resort to utilize and participate in the parking management approach under the Park Tahoe umbrella outside of the US 50 project area. Sixty percent design is underway for the road changes.

Neighborhood improvements design: Neighborhood design has not commenced as planned, as it has been slowed or delayed for three reasons. The first was due to concerns from the CSLT, who requested a potential modification to the approved route alignment. This review started in December 2019 and ended in June of 2020. The proposed modification was determined to be infeasible, due to safety design concerns by Caltrans. The second delay has been due to work interruptions due to COVID-19. The third delay resulted from the January 2021 project resolution adopted by the City, stating that the alignment should follow existing surface streets only. The City is undertaking a traffic analysis on the surface street position to determine feasibility and it should be completed prior to the June TTD board meeting. As the project permittee, TTD staff will continue to be actively engaged in the process and bring back reports to the Board.

2. *Discretionary funding applications and/or commitments for the elements of the US 50 SSCRP.*

TTD staff explored all California funding opportunities for sources of match dollars for the project. Matching funds are needed for competitive grant applications at the federal level. We found in California fund sources are available for housing, but not for the highway project elements, except for components such as trails and complete street elements, which could compete through the Alternative Transportation Program or ATP. An ATP application will also require match and will make sense when major components have funding, so it could be used as augmentation, but not as a stand-alone source.

Therefore, the funding focus is on housing, which is required in advance of construction for the approved project. Staff is working with the Pacific Development Group to prepare for the AHSC grant application for the housing project.

3. *Environmental document completion, permit approval, and next level design phase under way for the SR 28 Central Corridor eight-mile segment.*

Background: The SR 28 project is a series of multi-modal capital improvements and transit service. The multi-modal solutions came out of the TTD led SR 28 Corridor Management Plan, developed with twelve other partners. The proposed improvements consist of the completed demonstration project, what is now called the East Shore Trail (first three miles of trail and trailhead parking with seasonal transit and no-parking zones); the next eight miles of trail from Sand Harbor State Park to Spooner Summit intersection with US 50 (includes three off-highway parking lots and transit stops plus no-parking zones and a mobility hub at the Spooner location); a mobility hub at Incline; and a future trail connection from Incline Village to the north state line.

Next Eight Miles: As the project lead, staff has been actively engaged in this eight-mile project section, with a number of corridor partner agencies and organizations. They include Washoe and Douglas Counties, NDOT, FHWA, USFS, Nevada State Parks, TRPA, and the Tahoe Fund. The environmental analysis (EA) document process and NEPA determination has been completed by the USFS, who was under contract with TTD for the work. TRPA has determined they will not issue a permit based on the 30 percent design produced for the EA for the overall project, but will issue the permit once project components are designed for the project phases. TTD has submitted the next phase of project segment design to NDOT for a local project assistance agreement, utilizing the federal and match funds that TTD has available. The available federal funds are from the Surface Transportation Block Grant program and the match funds are from Tahoe Fund. The proposed segment focuses on expansion of the two USFS lots at Chimney and Secret Harbor with a trail segment connection.

4. *Completion of the One Tahoe recreation travel revenue determination project with a report on option/s with next steps for the political process to put them in place.*

This project has been slowed in cooperation with the Bi-State Consultation process and requests from TRPA and others in October 2020. Staff directed the consultant team to complete a final report in late fall of 2020. Staff, along with TTD and TRPA's chairpersons, have been working together in order to have both agencies arrive at a consensus on sustained revenue for transportation. Staff then began to work with TRPA staff to develop a workplan and schedule for sustained revenue for transportation, or the new phase II of TTD's effort to establish needed transportation revenue. The draft final report is complete and was made available to the Board in February 2021 after final edits.

The programming of additional STBG funds to this project and subsequent grant agreement with NDOT will provide funding for staff time and consulting services related to the joint workplan with TRPA. Staff expects to have the NDOT agreement within 30 to 60 days for Phase II TTD's participation in the consensus process for sustained transportation revenue.

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.*

The Board directed a transition plan that focused on governance policy revisions. Staff facilitated a five-month process lead by the Institute for Local Governments, which wrapped up in December 2020. The process resulted in adoption of new governance policy updates, revised mission statement, and five-year strategic goals. These documents have been provided to prior and new Board members.

6. *Pursue and develop other funding sources for projects and services within TTD's responsibility that relate to the bi-state 10-year list.*

Staff has applied for the following funding: SR 28 corridor in Nevada - TTD applied for the following competitive grants:

- 1) Federal Lands Access Program (FLAP) grant in the last cycle (was not awarded);
- 2) Nationally Significant Lands and Tribal Projects grant (was not awarded);
- 3) NDOT's Transportation Alternative Program (TAP) grants (twice, awarded one) for additional trailhead parking for the East Shore Trail,
- 4) Nevada State Parks (conditionally awarded predicated on receiving a contribution from the County).
- 5) Federal Transit Administration Section 5339 funds through NDOT for the protective acquisition and potential building demolition funds (was awarded).

Acquisition is a first: In July of 2020, TTD was notified of the award of acquisition funds for the elementary school site in Incline. After a few occasional check-in emails from the Washoe County School District (WCSD) in the spring of 2020, I was contacted by WCSD in late August asking if we were in a position to purchase the school site. That presented an exciting but new challenge to meet the timeline the WCSD requested... closing by the end of the calendar year, if possible. I met with the community group hosted by Pete Todoroff, who had noted the most interest in TTD's use of the school site over the years, to inform them of our opportunity and intent. In September, the WCSD board took action at two meetings as required by Nevada Revised Statutes for sales between public entities to sell the site to TTD.

Other grant funding considerations: For US 50 and SR 28 projects, Staff considered the Infrastructure for Rebuilding America (INFRA) grants, however, did not pursue submitting applications. Match requirements can be as low as 20%, with other qualifying federal funds to cover costs, but with non-federal match funds 40% is the required minimum. TTD, and the Basin, does not have that type of match funding available for large projects. So, acquiring funding for larger projects is very difficult at Tahoe. BUILD grants typically require at least a 20% non-federal match, but it can be less for a small-scale project in the rural category. These grants are highly competitive and USDOT encourages greater match than the minimums required. To illustrate, the competitiveness in twelve years of annual application rounds and awards (TIGER/dba BUILD) have resulted in \$8.9 billion being granted to 680 projects out of over 9,700 applications seeking more than \$175 billion in grants! In other words, over a 12 year period, only seven percent of the applications submitted have received only five percent of the overall funding sought. Tahoe must be competitive to have decent odds at winning an award.

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.*

The NDOT led process just got underway and the kick-off Project Delivery Team meeting was held on March 25, 2021. Staff and I attended. Our continued participation will be limited in time aligning where coordinating through our projects and transit service connections in the present and for the future make sense. No other planning funds are available to us.

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.*

Staff has continued to participate in this project construction effort. Federal Highways Central Division are the construction project managers and construction lead for the project. Construction did not proceed as planned and the construction contract was terminated by Federal Highways in 2019. The balance of the project to complete is the replacement bridge on old SR 89, a

roundabout to replace the signal at the intersection of old SR 89 across Fanny Bridge and SR 28 in Tahoe City, and the complete street improvements along the old SR 89 segment to become a local road. During the 2020 construction season, the final punch list items for the original contract were completed, as were the complete street elements under the modified Option X task. Federal Highways is to set the next partnership meeting which will include discussion of the plan packaging and specs for the remainder of the project to be put back out to bid for project completion and to discuss funding to complete the project. Staff will remain involved as needed through the rest of this calendar year.

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.*

This proposed goal did not have much Board support at the time of the last review, and consequently, I have spent very little time except to keep aware of opportunities and needs. There is an important need for broadband and wireless improvements to help with much in transportation, such as our mobile app for the parking payment system on SR 28 or the bus app for our transit riders to name a few. Staff has maintained contact with these partners and has kept vigilant in assessing and learning of new funding possibilities that can help with financing needed improvements. In this arena, the Department of Homeland Security (DHS) funding programs can be an important and untapped source for transportation and travel communication needs.

The DHS completed the joint dispatch analysis and feasibility report in March of 2020. DHS is now underway with the engineering assessment for a joint dispatch center with an opportunity for a traffic control center at the Truckee airport location. The completion timeline for the engineering report is June 2021. A regional stakeholder workshop on the report will likely be held in June or July.

Additional Comments and Self-Assessment Relevant to FY 2020 and FY 2021:

COVID-19, CIP project staff loss, and an uncertain funding future, not to mention Board changes and dynamics, have put a strain on agency operations and staff. I am very proud of my team and how we have worked together to maintain transit service, adjust to the evolving conditions and requirements as we all adjusted to pandemic conditions, all the while keeping staff exposure and illness minimalized. We made adjustments, did not cut service, were able to move to no fares earlier than planned because of CARES funding, which has increased ridership. Completion of the LTCC mobility hub proceeded, new electric buses were ordered and are to be received this calendar year.

Challenges and Observations: The fall of 2020 was comprised of a combination of culminating efforts that strained staff's ability to proactively address. I felt the demand as did my staff. Among those events were the roll-out of the RTP update, heading for adoption at that time in November; the roll-out of the VMT threshold change also initially scheduled for November adoption; the culmination of the One Tahoe final recommendation action, which was delayed monthly until a change in tack was agreed to in October; the roll-out of the Main Street Management Plan concept, scheduled first for approval in October, then rescheduled for November; the push for the roll-out of the US 50 Parking Management Plan; the push to assist the mitigation housing project to make the project application schedule to meet the AHSC grant request timeline; and the fast tracked purchase schedule for the school site. Added to this, was the departure of TTD's staff member, who specialized in affordable housing, to work at the City of South Lake Tahoe in November. I was also approached by the Chair of TTD and TRPA to switch tack on One Tahoe, to work together with TRPA to arrive at a consensus on funding. That decision meant shifting gears to drafting a work plan and schedule with TRPA, and it meant getting the One Tahoe report completed and a shift to a phase II with the grant.

As part of that milieu in the fall, there were three events involving me that did not go well in terms of reception and press. The first was accepting the invitation from the City Council to present the purpose and recommendations of One Tahoe, presentations that had been sought throughout the One Tahoe effort and which had gone well in Carson City and Douglas County earlier. There was mixed reaction in support and opposition to the recommendations at that meeting. The second was accepting an invitation for a One Tahoe presentation at Douglas County BOC meeting to be heard following the TRPA led presentation on the Main Street Concept. Neither item at the Douglas meeting went well. And the third event was rushing to respond to the Board's direction to get a community input process underway for the school site purchase to meet FTIP amendment approval and purchase decision deadlines set at that time for December and January. By the time the notice was edited and finalized, I should have postponed the first session to provide more notice. I did not, and that was a mistake.

For a small organization, we have done an amazing amount of work over the years. We have been asked through partner agreement with TRPA, and by the TTD Board, to take on large, complicated, and long-term projects. We have been asked to take on and save a transit service that was failing. I have been expected to take risks, which I have accepted, to move transportation goals and needs forward. In doing so, we have made mistakes, I have made mistakes, and we have also had some major success. We have been creative and resourceful, we have exercised or engaged about every means of operating, funding projects, getting them accomplished, and keeping them at play. We have pushed the boundaries and been the messenger that to deliver Tahoe's transportation program, the Basin must do so much more than it has in the last forty years to finance and implement it. TTD did not arrive at a decision to pursue legislation to that end in 2020, but the effort has resulted in acknowledgement in the new RTP that new revenue streams must be developed, a first; and it resulted in a legislative resolution recommendation from Nevada that Tahoe stakeholders should come to agreement about transportation priorities, needed funding actions, and identify obstacles to implementation for the next Nevada legislative session. These are steps towards the potential of consensus, the potential of taking significant steps to make significant gains in transportation implementation. We've a number of challenges yet ahead. Tahoe's destiny is in the hands of Basin stakeholders. If, like the thirteen organizations in the SR 28 Corridor Management Plan, we come to consensus about what needs to be done, the work will still be difficult; but the first foundational obstacle will have been overcome...lack of agreement. Once you have agreement, the other obstacles fall all the easier and real results become apparent, just like on 28.