



STRATEGIC PLAN 2021-2024

Adopted
September 2, 2021

STATEMENT OF PURPOSE

Truckee-North Tahoe Transportation Management Association (TNT/TMA) is a nonprofit mutual benefit corporation comprised of both public and private entities in Truckee and North Lake Tahoe. Formed in 1991, the TNT/TMA is a forum for discussion, consensus, advocacy and action in support of transit, pedestrian, biking, and environmentally sound roadway infrastructure designed to enhance mobility and reduce congestion throughout the Truckee-North Tahoe Resort Triangle.

The TNT/TMA partners with local and regional governments, businesses and resorts, local, state, and federal agencies, other community leaders and advocacy organizations, and elected officials at all levels to ensure the needs of our community are being heard and addressed.

The board of directors and association staff want to emphasize that the plan is designed to be purposefully dynamic. Every effort will be made to meet the goals and objectives set forth in the plan, but adjustments are anticipated and will be addressed as needed.

MISSION

The Truckee-North Tahoe Transportation Management Association (TNT/TMA) is dedicated to fostering public-private partnerships and resources for advocacy and the promotion of innovative solutions to the unique transportation challenges of the Truckee-North Tahoe Resort Triangle.

CORE VALUES

Collaboration and Partnerships

The TNT/TMA was founded on the principle of collaboration and partnerships to achieve a common purpose and mutual benefit consistent with its adopted purpose and mission. The active and on-going support of members is essential to the success of this founding principle. Members, Board members and staff agree to share responsibility for achieving specific goals.

Stewardship

The TNT/TMA embraces the responsibility and benefits of environmental and community stewardship. This includes the responsible use and protection of the natural environment and efforts in support of resilient, sustainable communities.

Innovation and Advocacy

Innovation is the development and introduction of new ideas and methods. Advocacy is the act or process of supporting a cause or proposal. Consistent with its history, the TNT/TMA places a high value on forward thinking and active advocacy in the development, funding, and promotion of mobility solutions.

Professionalism

A high level of skill, understanding, good judgment, integrity, and respectful behavior that supports desired outcomes characterizes professionalism.

Efficiency

Efficiency is the ability to conduct business and produce results without wasting materials, resources, time or energy.

Accountability

Accountability is the quality or state of being accountable for one's actions, and, for fiduciary responsibilities.

GUIDING POLICIES

Our actions and decision-making are based on the following policies:

A foundational policy of the TNT/TMA is to conduct and provide all of its business, services, and working relationships in the framework of collaboration and partnerships.

The TNT/TMA serves as a regional forum to bring partners together to overcome institutional and geographic barriers to mobility solutions. The association works proactively and cooperatively to effect improvements in the region's transportation and mobility infrastructure and transit services. TNT/TMA plays a leading role in the development and implementation of demonstration projects to improve mobility throughout the region.

A fundamental TNT/TMA role is active advocacy in support of transportation, transit and other mobility solutions.

The TNT/TMA Board and staff are committed to environmental and community stewardship and active advocacy at all levels - local, regional, state, and federal.

The TNT/TMA strives to achieve maximum efficiency without compromising its ability to achieve outcomes consistent with the purpose of the corporation's mission, direction by the Board, and budget resources.

Staff and Board understand the importance of fiduciary responsibility and accountability in the development and implementation of budgets and fiscal management, and the tracking and reporting of program outcomes.

In conducting business and decision-making, members of the TNT/TMA staff and Board are committed to using the best practices of professional accountability, consistent with generally accepted standards and the adopted TNT/TMA Employee Handbook, and Board Handbook, respectively.

STRATEGIC ADVANTAGES

As part of the strategic planning process, we engaged in a detailed SOAR (strengths, opportunities, aspirations and results) analysis. The following advantages were identified by our stakeholders as the primary reasons why we are uniquely positioned to lead Truckee and North Lake Tahoe to advocate for transportation solutions for this region:

- Structure – we are an independent nonprofit formed as a public/private partnership to focus on transportation solutions.
- Credibility – we were founded in 1991 and over the last 30 years have become a trusted transportation resource in the region.
- Flexibility – our structure and governance model allow us to rapidly adapt to changing conditions.
- Connections – we have developed and maintained strong collaborative relationships with the private sector, transportation agencies, advocacy organizations, and our members.

STAKEHOLDERS

As a first step in the strategic planning process, we conducted an assessment of our current and potential stakeholders.

Category	Sub-Category
Commuters	<ul style="list-style-type: none"> ● Essential, frontline, and shift workers ● Office, government, and education workers ● Workers from other counties or across state line
Employers	<ul style="list-style-type: none"> ● Employers by industry (e.g., hospitality including ski resorts, health care, nonprofit, government) ● Employers by geography (e.g., Nevada/CA/counties) ● Employers by size (e.g., small, medium, large)

	<ul style="list-style-type: none"> ● Essential/Frontline employers ● Property owners, developers, managers (commercial and residential)
Members	<ul style="list-style-type: none"> ● Private Employers including hospitality businesses ● Mitigation Employers including property owners, developers, managers (commercial and residential) ● Major Property Owners ● Town ● Counties ● Residents ● Public and Private Organizations
Funders	<ul style="list-style-type: none"> ● Placer County ● Nevada County Transportation Commission ● Town of Truckee ● Tahoe Regional Planning Agency ● Placer County Transportation Planning Agency ● Incline Village Crystal Bay Visitors Bureau ● Truckee Tahoe Airport District ● RTC Washoe County ● Tahoe Transportation District ● Private and Mitigation Employers
Partners	<ul style="list-style-type: none"> ● South Shore Transportation Management Association ● Transit agencies ● Business orgs (Chambers, North Tahoe Business Association, Tahoe City Downtown Association, Incline Village Crystal Bay Association) ● Destination Marketing orgs (North Lake Tahoe Resort Association, Incline Village Crystal Bay Visitors Bureau) ● Environmental orgs (Tahoe Fund, Lake Tahoe Bicycle Coalition) ● Residential and commercial developers ● Non-profit housing orgs (Mountain Housing Council) ● Non-profit social service orgs (Community Collaborative of Tahoe Truckee) ● Advocacy/Planning orgs ● Transportation demand management (TDM) and transportation consultancies ● Community members/residents
Staff	<ul style="list-style-type: none"> ● TMA Administration

CORE STRATEGIES

Once the SOAR analysis (Appendix A) and stakeholder assessment were complete, the Board and staff developed a set of Core Strategies.

Organizational

- **Financial:** Diversified funding support, healthy reserves.
- **Transportation Resource:** Be the North Lake Tahoe and Truckee resource for TMD-related policymaking, programming/monitoring for members and stakeholders.
- **Moderator:** Be the facilitator of cooperative meetings to advance TDM policy and programs.

Programs and Services

- **Advocate:** Be the leading TDM voice in North Lake Tahoe and Truckee for legislation to advance TDM programs.
- **Resource for Multi-Modal Solutions:** Engage with policymakers, researchers, and constituents to provide information to stakeholders to advance multi-modal solutions.
- **Communicator:** Be the leader in providing transportation information to local stakeholders, residents and visitors in the North Lake Tahoe and Truckee area.

STRATEGIC OBJECTIVES

The TNT-TMA Strategic Plan 2021-2024 is comprised of three strategic objectives. The objectives are listed below and are described in more detail in the following pages.

Each of the Strategic Objectives is supported by a set of goals. For a goal to make it into the plan, it had to be SMART: Specific, Measurable, Achievable, Realistic, and Time-Related.

Ensure Organization Stability

- **Goals:**
 - Diversify revenue by adding new services and securing new funds through new member participation, programming and grant funding.
 - Increase TMA support through additional added members and stakeholders.
 - Ensure the staff has tools, training and support to succeed.
 - Ensure the organization has policies and procedures documented and supported.
 - Ensure adequate reserves through soon-to-be established reserve policy.

- **Success is Measured by:**
 - Increase program and/or grant funding by 3% annually.
 - Increase membership by 5% annually.
 - Supportive staff work environment, resulting in low staff turnover.
 - Key processes documented and approved.

Develop Programs and Services Recognizing Opportunities and Aspirations

- **Goals:**
 - Review current programs and change or expand programs and services to address the transportation needs of a variety of stakeholders including visitors, residents and commuters. Examples of potential new programs include, “Park Once Tahoe,” and providing trip itineraries using transit.
 - Expand education and outreach to encourage commute alternatives to driving, including employer participation in Commute Tahoe program, and visitor participation in commuter alternative programs, by emphasizing the benefits: environmental, cost savings, efficiency.
- **Success is Measured by:**
 - Increase brand awareness of the TNT-TMA and TART and TART programs, such as TART Connect, measured by increased ridership and/or program usage and increased marketing campaign tracking showing increased level of awareness.
 - Survey data measuring satisfaction with transportation demand management programs.

Expand Stakeholder Participation

- **Goals:**
 - Grow number of participants.
 - Review and refine the membership categories and dues/fees structure.
 - Achieve greater satisfaction from membership.
 - Continue active engagement with Caltrans, NDOT, TTD, TRPA, RTC Washoe County, PCTPA, NCTC, Placer County.
- **Success is Measured by:**
 - Increase membership by 5% annually.
 - Achieve an 90% or higher rating on net promoter score from membership.
 - Host annual membership event and increase attendance.
 - Develop and host annual mobility forum and continually increase attendance and participation.

APPENDIX A: SOAR ANALYSIS

STRATEGIC PLAN 2021-2024: SOAR ANALYSIS SUMMARY

Strengths

- Nimble, flexible, no red tape
- Brand recognition of TART
- Masters of multi-jurisdictional synergy
- Proud of accomplishments
- Leader in Basin
- Regionally bring public/private together
- Connections in region
- Improved relationship with Washoe RTC
- Experience of TMA group
- Diversity + new members
- Board is open-minded, knowledgeable, has future aspirations
- A wide variety of partners
- Diversity of funding sources (membership and project/program revenues)
- Participation by Incline Village
- Influencer
- Stable membership
- Resort Triangle Regional Role
- Building/maintaining stable budget
- Reach and influence with consultants and other agencies
- Ability to adapt and refocus vision
- Leadership role in advancing solutions
- Coordinate partnerships
- Strong advocacy

Opportunities

- Advocate for increased funding for transit
- Provide vision for Resort Triangle
- Tahoe Truckee workforce housing advocacy
- Promote and support ability to get from Sacramento to Tahoe
- Short trip mobility – bikes
- Day visitors
- Try projects, flexible
- Further education about TMA programs
- Road show to elected officials
- Steering committees on transit issues
- Toolkits: coordinated transportation with ski resorts
- Enhancing summer transit to Donner Summit
- Caltrans – enhanced communication
- Reno – employers, commuters, visitors
- Further message integration
- Park and Ride on the Nevada side

STRATEGIC PLAN 2021-2024: SOAR ANALYSIS SUMMARY

- Need an opportunity to break down additional barriers (e.g., finally get agreement for planning and construction of a multi-use trail connecting Crystal Bay and Incline Village)
- Opportunities to advocate for what we need and want
- Currently, we have a focus on the North Shore from both TRPA and TTD
- Opportunity to further secure resort relationships with new resort representatives on the Board
- Opportunity to take transit services to a new level with micro-transit

Aspirations

- Focus on solutions, not problems
- Micro-transit is “visionary” – study and learn from those “doing it right”

Results

- Membership level
- Brand awareness of TMA
- List of Board of Directors and members – how many organizations had the TNT/TMA been in front of
- Tracking for marketing
- NLTE ridership
- Interest level increased in TMA Board of Directors

Other Notes from the Retreat:

Future

- More capacity
- Park Once Tahoe
- Shift from car to another alternative, change perception
- Environmental benefits of riding the bus
- Trip itineraries using transit
- Housing for workforce
- Quarterly basis – report out on legislative issues at Board meetings
- Mobility forum annually
- Reimagining transit service based on demand