

STRATEGIC PLAN 2025-2028



STATEMENT OF PURPOSE

Truckee-North Tahoe Transportation Management Association (TNT/TMA) is a nonprofit mutual benefit corporation comprising public and private entities operating in the greater Truckee and North Lake Tahoe region. Formed in 1991, the TNT/TMA is a forum for discussion, consensus, advocacy, and actions to support 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, community leaders, advocacy organizations, and underrepresented groups to ensure that our community's needs are being heard and addressed.

The TNT/TMA Board of Directors and staff want to emphasize that this Strategic Plan is purposefully designed to be dynamic. However, it clarifies our direction and identifies our critical areas of focus over the next three years. We will use this plan to communicate our purpose, values, and goals with the communities we embody and their representatives. The plan integrates equity and community-centered goals, ensuring that all residents and visitors benefit from enhanced transportation solutions. The plan ensures that we remain responsive to business and community needs in the current context while enabling us to proactively and systematically plan for our communities of tomorrow.

MISSION

The Truckee North Tahoe Transportation Management Association (TNT/TMA) is dedicated to fostering public-private partnerships and advocating and promoting innovative solutions to the region's unique transportation challenges.

Map of the Represented Area



VISION

Our region leads with equitable, innovative transportation solutions that ensure all residents and visitors—regardless of income, ability, or location—can easily access town centers, resorts, and other destinations by foot, bike, or transit. By prioritizing balanced mobility and reducing reliance on single-occupancy vehicles, we have created a connected and thriving community where everyone benefits from seamless transportation. We envision a future where transportation serves as a bridge to opportunity, fostering economic, social, and environmental well-being for all. Our well-funded mobility network fosters inclusion, reduces congestion, and enhances quality of life for all.

CORE VALUES

Collaboration and Partnerships

The TNT/TMA was founded on the principle of fostering collaboration and partnerships between public and private sectors to achieve a common purpose and mutual benefit. Through public/private partnerships, we can leverage resources, expertise, and support from both government entities and private stakeholders, ensuring that our goals are met efficiently and effectively. The ongoing continued support of members is essential to the success of this founding principle. Members, the Board of Directors, and staff agree to share responsibility for achieving specific goals, contributing their knowledge, and working collaboratively to support initiatives that align with our adopted purpose and mission. We intentionally engage diverse voices, including those of underserved populations, in these partnerships to ensure inclusivity.

Stewardship

The TNT/TMA embraces the responsibility and benefits of environmental and community stewardship. This includes not only the responsible use and protection of the natural environment, but also a commitment to preserving the unique attributes of the Tahoe region for future generations. Our responsibilities extend to supporting resilient, sustainable communities that balance economic growth with environmental conservation. We recognize that equity is a key component of stewardship and commit to addressing disparities in access to transportation and other essential services. Through these efforts, we aim to ensure that the region's natural beauty and resources remain intact, contributing to its legacy as a cherished destination for years to come.

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 developing, funding, and promoting mobility solutions. By leveraging technological innovations, we encourage the efficient use of the region's limited infrastructure and resources. These efforts aim to maximize transportation efficiency while reducing environmental impacts, supporting sustainable growth, and contributing to a thriving community with minimal harm to the natural environment. Our

advocacy efforts prioritize equitable access and representation, ensuring that underserved communities benefit from transportation advancements.

Professionalism and Inclusivity

Professionalism is characterized by a high level of skill, understanding, good judgment, integrity, and respectful behavior that supports desired outcomes. It also includes being open to counter perspectives and showing a willingness to incorporate differing opinions where appropriate. This approach fosters collaboration and ensures that decisions are well-rounded and reflective of diverse viewpoints, ultimately leading to more effective and inclusive outcomes.

Efficiency

Efficiency is the ability to conduct business and produce results without wasting materials, resources, time, or energy. TNT/TMA's efficiency is further heightened through its public/private funding structure, which leverages the strengths of both sectors. Public funding provides stability and access to broader community support, while private investment allows for flexibility, innovation, and rapid implementation of mobility solutions. This blend reduces bureaucracy and accelerates decision-making and implementation, ensuring that we can act quickly and effectively in delivering results that benefit the community while maximizing available resources. We continually assess our strategies to ensure they deliver equitable outcomes for all stakeholders.

Accountability

Accountability is the quality or state of being accountable for one's actions and for fiduciary responsibilities. At TNT/TMA, transparency is a key component of accountability. Open-to-the-public meetings and clear communication channels ensure that the community remains informed and engaged, adding to the credibility and trustworthiness of the organization. We commit to using equity-focused metrics to measure the impact of our programs and ensure accountability to all community members. This openness allows for public oversight, enhancing both accountability and responsiveness to community needs, which are vital in maintaining the integrity and efficiency of our initiatives.

STAKEHOLDERS

Category	Sub-Category
Commuters	<ul style="list-style-type: none"> ● Essential, frontline, and shift workers ● Office, government, and education workers ● Workers from outside the region ● Seasonal Employees
Public/Private/ Non-Profit 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) ● 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, and managers (commercial and residential) ● Major property owners ● Town ● Counties ● Residents ● Public and private organizations ● North Tahoe Public Utility District ● Tahoe City Public Utility District

Partners	<ul style="list-style-type: none"> ● Placer County ● Nevada County Transportation Commission ● Nevada County ● Town of Truckee ● Tahoe Regional Planning Agency ● Placer County Transportation Planning Agency ● RTC Washoe County ● Truckee Tahoe Airport District ● Washoe County ● Tahoe Transportation District ● Private and Mitigation Employers ● South Shore Transportation Management Association ● Transit agencies ● Business Organizations (chambers, North Tahoe Business Association, Tahoe City Downtown Association, Incline Village Crystal Bay Community and Business Association, Visit Truckee Tahoe) ● Destination management organizations ● North Tahoe Community Alliance ● Travel North Tahoe Nevada ● Tahoe Fund ● Lake Tahoe Bicycle Coalition ● Residential and Commercial Developers ● Non-profit Housing Organizations ● Non-profit Community Foundations (Community Collaborative of Tahoe Truckee) ● Joint Powers Authority ● Advocacy/Planning Organizations ● Transportation Demand Management (TDM) and Transportation Consultants ● Community Members/Residents
Staff	<ul style="list-style-type: none"> ● Executive Director ● Program Manager

Priority Areas

Based on the SOAR analysis (Appendix A) and stakeholder assessments, the following Priority Areas were created.

Organizational

- **Transportation leader** - Be a Truckee and North Lake Tahoe resource for Transportation Demand Management (TDM) strategies, policymaking, and programming/monitoring for members and stakeholders.
- **Communicate** - Be the facilitator of cooperative meetings to advance TDM policy and programs.
- **Stability** - Support staff and diversify funding streams to maintain organizational stability and continue to grow our membership base.

Programs and Services

- **Advocate** - Be the leading TDM voice in Truckee and North Lake Tahoe to advance transportation and mobility solutions on a local, state, and national level.
- **Facilitate solutions** - Work with regional partners to launch pilot programs designed to address and solve regional transportation challenges.
- **Communicate** - Be the leader in providing transportation information to local stakeholders, residents, and visitors in North Lake Tahoe and Truckee. Coordinate communications with other marketing and destination stewardship organizations for a broader reach.

STRATEGIC GOALS AND OBJECTIVES

The TNT-TMA Strategic Plan 2025-2028 comprises four strategic goals and objectives, which are listed below and described in more detail in the following pages.

A set of objectives supports each Strategic Goal.

Goal 1: Ensure Organization Stability

Objective: Expand and diversify TNT/TMA membership, ensuring sustainable revenue and operational capacity.

- **Membership Growth and Retention:**
 - Work with Placer County, the Town of Truckee, and Washoe County to secure new developments as mitigation members (members who are required by the County or Town to maintain TNT/TMA membership).
 - Ensure current mitigation members remain compliant with annual dues.
 - Collaborate with Washoe County to explore making TNT/TMA membership a requirement for large developments in Incline Village and Crystal Bay.
 - Increase membership by 10%, from 87 members to 96 members by 2028 through ongoing recruitment efforts.
 - Review and update membership dues on an annual basis.

Objective: Maintain competitive compensation to attract and retain top talent.

- Conduct annual salary and benefits analysis, benchmarking against similar-sized non-profits on an annual basis.
- Present findings and recommendations to the executive committee on an annual basis.
- Adjust staff salaries and benefits based on performance and benefits analysis on an annual basis.
- Review staff capacity based on the proposed workload on an annual basis.

Goal 2: Work with Public and Private Partners to Expand and Sustain Mobility Solutions Across TNT/TMA's Boundaries to Improve Regional Connectivity and Accessibility.

Objective: Continue and grow key transportation programs.

- **North Lake Tahoe Express (NLTE) Airport Shuttle Program:**
 - Host an annual NLTE Committee meeting.
 - Increase new partner funding by 20% from \$193,112 to \$231,734.
 - Increase annual ridership by 15% from 6,369 passengers to 7,324 passengers over the next three years.
- **Park and Ride Program:**
 - Facilitate annual winter service to ski resorts during peak season.
 - Increase ridership by 15% from 13,122 passengers to 15,090 by 2028.
 - Continue to investigate feasible summer season park and ride strategies and work with Washoe RTC to provide transit alternatives for day-users from the Reno Metro Area.
 - Coordinate messaging regarding paid parking and enforcement.
- **Vanpool Program Expansion:**
 - Grow the North Lake Tahoe Vanpool program by 114% from 14 to 30 active vanpools, servicing no less than 150 employees within three years.
 - Secure funding to support program growth.
 - Explore transitioning the operation of the program to Placer County (or others) after the end of the TOT/TBID grant period.
- **Commuter Transportation Plan:**
 - Finalize the Commuter Transportation Plan by the summer of 2025 to guide regional mobility improvements.
 - Leverage the Commuter Transportation Plan to develop, implement, and advocate for effective regional commuter transportation solutions, aiming to successfully integrate at least one recommendation from the plan within the next three years.
 - Support data collection for the commuter transportation survey biannually to better understand employee needs and commuting patterns.
 - Promote commuter programming and the biannual commuter survey by presenting at community meetings and local events.
 - Present a summary of commuter survey data to the board biannually.

Objective: Expand safe mobility/access to services in town centers, including priority populations

- Facilitate snow removal discussions to ensure sidewalks, roads, and multimodal paths are maintained for safe routes to school and access to essential services and employment.
- Facilitate improved signage discussions for parking management, enforcement, and wayfinding.

Objective: Ideate and potentially implement new programs aligned with the TNT/TMA mission.

- Introduce at least one new transportation initiative or program within the next three years.

Goal 3: Work Within and Adjacent to TNT/TMA's Boundaries to Advocate for Mobility Solutions Between Modes and Communities.

Objective: Advocate for regional transportation solutions to enhance mobility.

- Advocate for initiatives for transit, including bus driver recruitment and retention, as well as system upgrades to make transit more frequent and pleasant.
- Advocate for pedestrian and bike lane/trail improvements and connections within boundaries.
- Advocate for parking management programs.
- Advocate for new transit lane development on Highways 89, and 267.
- Advocate for solutions for summer traffic on SR 28 to address the day-user trips.
- Advocate for transportation funding.
- Advocate for digital integration tools to link all local transportation program information and ride requests for a seamless user experience.
- Work with Placer County, the Town of Truckee, and Washoe County to ensure that TART transit services meet the needs of the community.
- Submit at least 20 letters of support/public comments for transportation solutions over three years.
- Attend at least 50 community meetings over the next three years to educate stakeholders about TNT/TMA programs and priorities.
- Work with transportation partners on state and federal advocacy efforts.
- Participate in long-term planning efforts around mobility and transportation including, but not limited to, the TART Systems Plan update, North Tahoe Trails Study, and Trans-Sierra Transportation Coalition (rail system expansion).

Goal 4: Promote Initiatives to Reduce Congestion and Solutions to Expand Alternative Transportation Modes.

Objective: Strengthen public awareness and adoption of transportation solutions.

- **TART Marketing Program:**
 - Collaborate with the TART Marketing Committee to create and implement an annual Strategic Marketing Plan and effective marketing materials and messaging.
 - Present the plan and results to the TNT/TMA Board each year.
- **Partner Collaboration:**
 - Amplify transportation information with partners such as Caltrans, NDOT, NTCA, TCDA, NTBA, Truckee Chamber, IVCBA, and TNTNV.
 - Secure at least 50 mentions of TNT/TMA programs in partner newsletters over the next three years.

APPENDIX A: SOAR ANALYSIS

STRATEGIC PLAN 2024-2027: SOAR ANALYSIS SUMMARY

STRATEGIC ADVANTAGES

As part of the strategic planning process, we engaged in a detailed SOAR (Strengths, Opportunities, Aspirations, and Results) analysis. Our stakeholders identified the following advantages as the primary reasons why we are uniquely positioned to lead Truckee and North Lake Tahoe to advocate for transportation solutions for this region:

Strengths

- Nimble, flexible, no red tape
- Masters of multi-jurisdictional synergy
- Proud of accomplishments
- Leader in the region
- Public/private partnerships
- Connections and relationships
- Coordinate partnerships
- Strong advocacy
- Collaboration with others
- Community impact
- Consistent
- Well educated team
- Foster ideas
- Organizational transparency
- Longevity
- Develop and deliver innovative solutions
- Exercise patience
- Community driven

Opportunities

- Advocate for increased funding for transit and other regional mobility priorities
- Advocate for transit priorities and community mobility
- Help facilitate signage and technology improvements for transit and parking to provide mode shift through a seamless user experience
- Consolidating membership around core transportation needs
- Advocate for solutions for winter traffic on Highways 89 and 267 (increased transit)
- Advocate for solutions for summer traffic on SR 28 to address the day-user trips
- Increase ridership on fixed-route bus
- New funding generated through TOT/TBID
- Changing transit landscape due to paid parking - integrate messaging
- Evaluate park once/demand-based parking policies and lack of current hotels in town centers
- More first-mile/last-mile connections (expanding TART Connect)
- Transit fleet electrification
- Winter and summer transportation alternatives, with an understanding of community differences
- Workforce transportation initiatives
- Expand existing programs
- Develop new programs
- Turn pilot programs over to partners
- Educate the community, regional leaders, and the legislature on the region's transportation needs and funding opportunities and constraints
- Increase partner engagement

Aspirations

- Lessen impacts of transportation
- Improve resident and visitor experience
- Maintain and enhance public/private partnerships
- Make transportation fun, fast, and free
- Increase equity in transportation
- Reduce transportation congestion
- Become a transportation innovator and leader around our region and beyond
- Support communities and businesses of all sizes
- Identify more funding opportunities
- Understand the linkage between economic vitality and mode shift changes (walkable communities)

Results

- Expanded transit and increased the frequency of fixed route
- Parking management that supports residents and business opportunity while managing peak day use in town centers
- More funding for transportation
- Continued mobility programs
- New pilot programs
- Alternative connections around the region