Trout Creek Task Force Project Review
February 2018

TCRC Task Force Members

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Project Task Force Update

At their October 28 meeting, the Board of Directors voted 5-0 to approve up to $25,000 of funding to obtain the A/E documents necessary to obtain contractor bids and cost estimates to construct the 670 square foot exterior addition proposed by the Trout Creek task force. These will be combined with the previously approved A/E documents for the Phase 1 and Phase 2 space reallocation proposal, which the Board approved in June at a cost of $85,000. Including the feasibility study, total costs so far have been $130,000.

The motion also asked the General Plan Committee (GPC) to conduct a project review, which was referred to the Trout Creek task force. On November 6, 2017, the GPC Chair received questions from four directors for inclusion in this review. These questions were then given to the Chair of the Trout Creek task force. Task force members also submitted questions for the project review. Both sets of questions were combined and aggregated under a set of eight headings, which are presented below with the Trout Creek task force responses. In Appendix 1, director questions are both cross-referenced with the aggregated questions, and listed verbatim. For some Board inquiries, the task force referred the question either to Tahoe Donner senior staff, or to the appropriate GPC task force.

Project Review Introduction

From a certain perspective, the current proposal to remodel and expand Trout Creek Recreation Center is the product of an 8 year effort.

As we stated in October, and as historical member comments attest, the 2005 Trout Creek expansion immediately fell short of member needs. In 2009 the GPC convened a sub-group to develop a plan to address the shortcomings. Their proposal was given Priority 2 status: to be reviewed in 5 years. In 2015 the proposal was shelved due to high costs and complications. As the known deficiencies remained without solution, the GPC convened a new Trout Creek task force in July 2016.

The new task force confirmed that the problems identified by 2009, like the complete lack of adequate open floor space for stretching, remained unresolved. However, it also identified a number of new problems. Some of these problems, particularly those pertaining to safety, code compliance, and accessibility had been overlooked by the 2009 sub-group. Other problems, like those related to increased interest in strength training and functional exercise, reflected changes in member fitness activities that had developed over the last 8 years.

In devising a proposal we hoped to:

1. Expand usable space to protect member safety and to comply with applicable codes and standards.
2. Enhance member satisfaction and user experience in alignment with Tahoe Donner's vision statement.
3. Reduce the hardship of user overcrowding during periods of peak Tahoe Donner visitation.

The plan we have put forward would accomplish all of these goals, resolve both the newly discovered and long-known problems, and provide adequate space for the full range of our present fitness needs.

Aggregated Questions and Answers

1. User Capacity, Various Scenarios

Question 1a. What is the user capacity of the following spaces under the following conditions and assumptions?

1. The Phase 2 gym-side space, with and without the additional 670.
2. Multipurpose Room C configured for use as a Spin classroom.

a. Compliance with fire and accessibility codes and standards, assuming existing equipment.
b. Compliance with the above, plus industry safety standards, assuming existing equipment. (If redundant, combine with above.)

Answer: Please see Diagrams 1a/b and 2a/b in Appendix 2. For the proposed expansion, user capacity is defined as the number of people who could comfortably and safely exercise in the space provided. Comparative numbers for our current exercise spaces are also provided on the diagrams. Those numbers are discussed in Appendix 3.

Between the existing cardio and weight rooms, we currently have sufficient space for 24 exercisers. Trout Creek currently offers no adequate space for stretching or functional exercise. The plan we have put forward would provide adequate space for cardio, strength training, stretching, and functional exercise while more than doubling user capacity to between 63 and 68, depending on the precise configuration of space and equipment.

Question 1b. For our present needs, how much additional equipment and exercise space over current is needed? Do the expansion options provide sufficient square footage to satisfy these needs?

Answer: To address our present needs, we need:

1. A minimum of 500 square feet of open floor space designated for stretching, functional exercise, and other floor based exercise.
2. Sufficient square footage to allow for both safe spacing between equipment, and to comply with applicable codes and standards.
3. A limited amount of additional equipment to help reduce wait lists for high demand cardio equipment, and to address changed usage patterns in the weight room.

As depicted in diagram 1a/b, the Phase 2 gym-side space plus the 670 provides sufficient space to meet these needs. Without the 670 addition, the proposal would not offer space for additional equipment.

2. Consequences For Inaction

Question 2a. If all expansion proposals are rejected, and there is, therefore, no defined plan to increase usable space within the Trout Creek facility, what changes can be expected, and what effects would these changes have on member experience?

Answer: The task force sought consensus beyond its own membership to determine the best course of action in the event of a negative decision. After speaking to the Association's General Manager, its Director of Operations, and its Director of Facilities and Risk Management, we found consensus on the following points:

1. Compliance with fire codes and ADA regulations is sub-optimal.
2. Equipment safety clearances depart from industry standards.
3. The implementation of the Phase 1, 2, 670 proposal would resolve the above problems.
4. A negative decision on the project would pose dilemmas between service levels, compliance, and safety.

Staff is already dealing with some of these dilemmas. For instance, in light of information brought to light by the task force, staff has already removed three pieces of equipment from the cardio room to comply with fire code egress requirements. The removal of this equipment has, of course, reduced the service level in that room. Staff has also positioned equipment in the cardio room to provide adequate rear safety clearances for the treadmills. In doing so, however, the walkway between the second and third rows of equipment has been compressed even further below ADA minimums. Staff has so far not restricted use of the hallway and Kids Club vestibule as an exercise space, but staff has discussed the possibility of restrictions with the task force.

Given the space constraints at Trout Creek, meeting one standard necessarily means compromising another, and meeting any standard necessarily means reducing service levels. These dilemmas are intractable absent expansion.

The task force and senior staff could not reach consensus on an appropriate resolution of the dilemmas posed by a negative decision. Some thought the resolution should hew closely to the status quo, and others disagreed, believing that significant changes from the status quo were necessary. Both staff and the task force agreed that a negative decision would leave the problem of inadequate floor space for stretching and functional exercise irresolvable.

Ultimately, of course, it is up to the Board to set policy which the General Manager and staff then implement. We request that the Board consider the consequences of a negative decision, evaluate how best to minimize any adverse impacts on members, and direct staff accordingly.

3. Construction and Design Process

Question 3a. Given the non-compliance issues, will we need to remove any existing equipment or restrict member activity during the interim between adoption of a remodel plan and the beginning of construction?

Answer: Though legal review may be warranted, according to our current information, as long as the Association has defined a corrective plan to implement on a reasonable schedule, we will be permitted the time we need to implement that plan without further reductions in equipment or additional restrictions on member activity.

Question 3b. What plans have been made to preserve member experience and reduce member inconvenience during construction, and particularly during Phase 2 construction?

Answer. We can state with confidence that fitness facilities and classes would be available to members throughout the construction period. Though this generality is definite, the particulars will depend greatly upon the timing and duration of construction. At this time we do not have information on those details. Rather than list the array of options under consideration, the task force believes it prudent to wait for the information staff needs to complete a specific plan. As such, we will defer answering this question until that information becomes available.

Question 3c. Can we estimate the fiscal impact of the proposed construction period on Trout Creek's operating costs and revenues?

Answer. To answer this question, we must first answer Question 3b. At this time we do not have the information we need to answer Question 3b. Once we have a specific plan to offer fitness services during the construction period, we will have the information needed to asses the fiscal impact of the construction period. For this question as well, we must defer answering until specific information becomes available.

Question 3d. Does Siteline Architecture have experience designing fitness facilities? If not, what qualified them to design this project? If other bids were obtained, why was Siteline chosen over those competing bids?

Answer. No architectural firms in this region specialize in designing fitness facilities. In selecting an architect for this project, Tahoe Donner sought a firm that could coordinate our operational requirements as defined by the facility's staff and the General Plan Committee with a plan to bring the building into compliance with California building and accessibility codes. Given their expertise, licensing, and experience, Siteline is well suited for this type of commercial work. Their experience includes work on the Hospice of the Foothills, the Grass Valley School District Administration Building, the Nevada Union High School District, the Gold Country Bus Transfer Facility, the Penn Valley Community Church, and the Nevada County Library. References with their most recent projects confirmed the quality of their work. Siteline has also successfully completed projects for the Association, namely the recent pool-side renovations at Trout Creek. Five architectural firms received RFPs for this project. Siteline's bid was the most competitive by more than 10%. Their competitive bid, coupled with their expertise and experience, made them the right firm for the job.

4. User Crowding and Equipment Congestion

Question 4a. What data is available to verify documented member complaints about crowding? If such data is either unavailable or of poor quality, what practices or technologies would Tahoe Donner need to adopt if it chose to acquire that data in the future? Finally, do we have any data to suggest that limiting guest use or adopting "time of use" pricing would have an appreciable effect on this perception?

Answer: The at times exclusive identification of this project's rationale with "user crowding" has become a source of frustration within the task force. There are, in fact, two different types of "crowding" relevant to this proposal.

1. "Equipment Congestion" exists when equipment is placed in densities or positions that contravene applicable fitness industry safety standards.

2. "User Crowding" occurs when the quantity of users exceeds either the safe or the comfortable capacity of a space.

Equipment Congestion

In October, we characterized industry fitness equipment safety standards as "recommended." However, review of a 2015 California Court of Appeals case, Jimenez v. 24 Hour Fitness USA, Inc, leads the task force to question whether the Association could be exposed to legal liability if it fails to comply with manufacturer and industry safety standards in the placement of fitness equipment.

The plaintiff in that case, Ms. Jimenez, was seriously injured when she fell backwards from a treadmill and hit her head on exercise equipment that 24 Hour Fitness placed behind the treadmill.

Though the treadmill manufacturer's manual stated that a minimum of 6 feet of open space was required behind the treadmill for safety, the equipment that caused the injury was only 3 feet 10 inches behind the treadmill. The plaintiff's expert confirmed the need for a 6-foot safety clearance as an industry standard.

Ruling on 24 Hour Fitness's pre-trial motion for summary judgment, however, the trial court found that 1) such placement of equipment was not gross negligence but merely ordinary negligence, and 2) Ms. Jimenez had signed a valid liability release that precluded liability claims against 24 Hour Fitness for ordinary negligence.

The 3rd District Court of Appeals, which includes Nevada County, rejected the trial court's analysis and conclusion. The appellate court held that a jury could reasonably find that 24 Hour Fitness was grossly negligent when, in contravention to manufacturer and industry standards, it failed to maintain a 6-foot safety clearance behind the treadmill. Even if valid, liability releases cannot legally preclude liability for gross negligence.

Having overruled the summary judgment, the case returned to the trial court where the parties ultimately reached a settlement. No trial was ever held. The task force requested that staff ask the

Association's counsel whether the Jimenez case has been modified or overruled by subsequent case law or statute.

Although this case is obviously important to operators of fitness centers, including Tahoe Donner, it is also important that we not read beyond its words. The court did not say categorically that an operator is grossly negligent if an injury is caused by placing fitness equipment closer than manufacturer and industry safety standards specify.

Rather, the Jimenez case stands for the general proposition that, when an injury is caused by placing fitness equipment closer than manufacturer and industry safety standards specify, whether the facility operator is liable for gross negligence is a question of fact for a judge or jury to determine.

The data we have available to verify "equipment congestion" is of excellent quality because we need only compare equipment spacing measurements obtained from our weight and cardio rooms with the standards found in manufacturer equipment manuals, or with the general fitness industry safety standards established by ASTM International and the National Strength and Conditioning Association (NSCA). A synopsis of these industry standards was given to the Board in an appendix to the October 28 Decision Paper. In October, we stated that the facility is "in gross violation of these standards in both the cardio and weight rooms."

Staff have attempted to provide a 6.5 foot clearance behind the treadmills to bring them into compliance with applicable safety standards. Doing so, however, has compressed the passageway between the second and third cardio equipment rows even further below the ADA minimum. To comply fully with both the treadmill rear clearance safety standard and ADA access clearances, equipment would need to be removed from the room. Removal of even more equipment would be necessary if we were to abide by all applicable standards. We estimate that perhaps 1/3 the cardio equipment would need to be removed to achieve full compliance with safety standards, ADA standards, and fire code requirements.

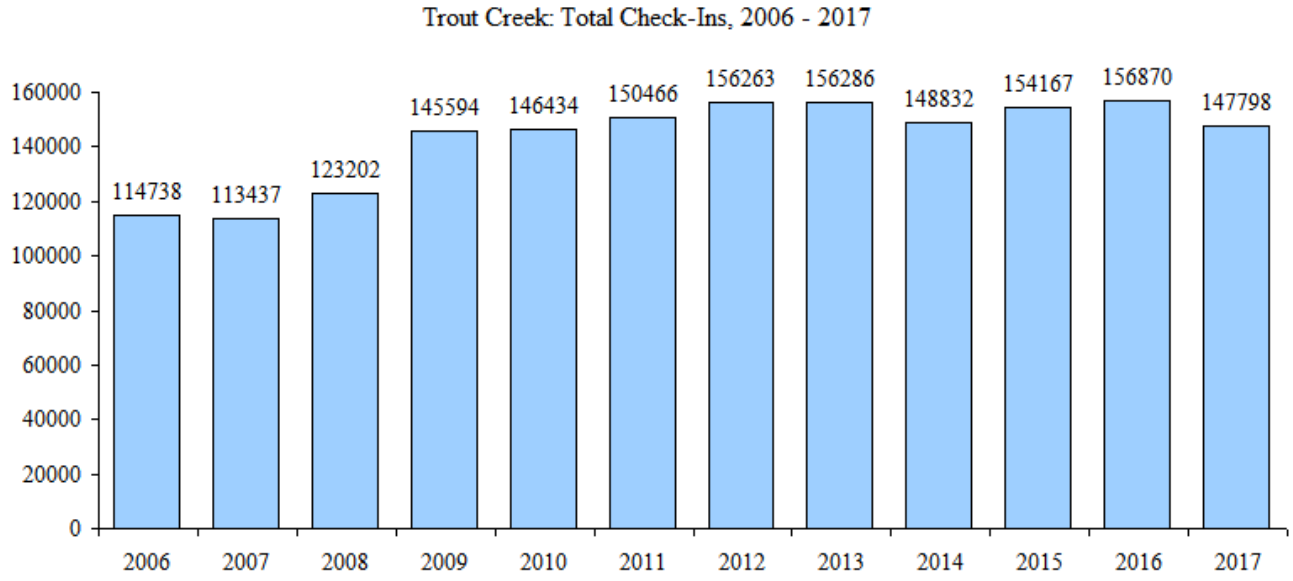
The situation is no better in the weight room as virtually all the equipment in that room is out of compliance with safety standards. Where industry standards recommend safety clearances measured in feet, we commonly have separations measured in inches. To comply fully with safety standards, ADA standards, and fire code requirements, we estimate that up to 1/2 of the strength training equipment would need to be removed.

As depicted in Diagram 1a/b, the Phase 1, 2, 670 proposal would provide adequate square footage to resolve these problems.

User Crowding

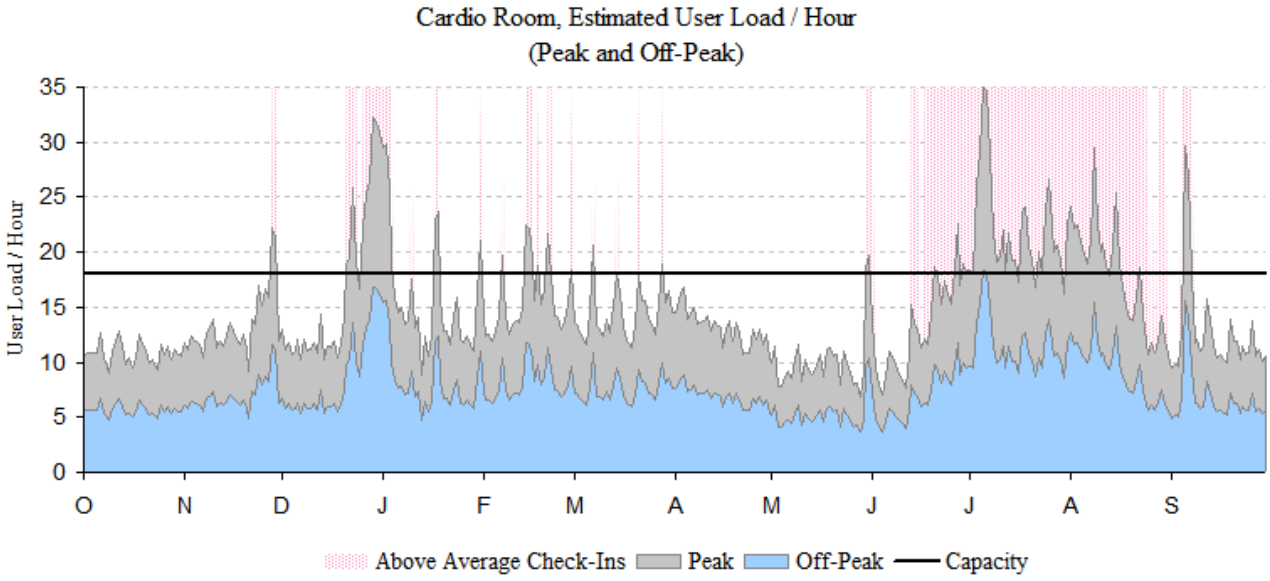
We must, in this context, first offer a correction. In October we suggested to the Board that immediately following the 2005 Trout Creek expansion, usage of the facility jumped from 90,000 to 140,000. The latter figure was delivered to the task force verbally. However, it now appears that the correct 2006 number is not one-hundred-forty-thousand, but one-hundred-fourteen-thousand. The chart below shows total check-in numbers for Trout Creek since 2006. Usage at Trout Creek has been relatively flat since 2012, with the exception of two years which experienced modest dips. Both of those years are at least partially explained by environmental factors: the King Fire in 2014, which

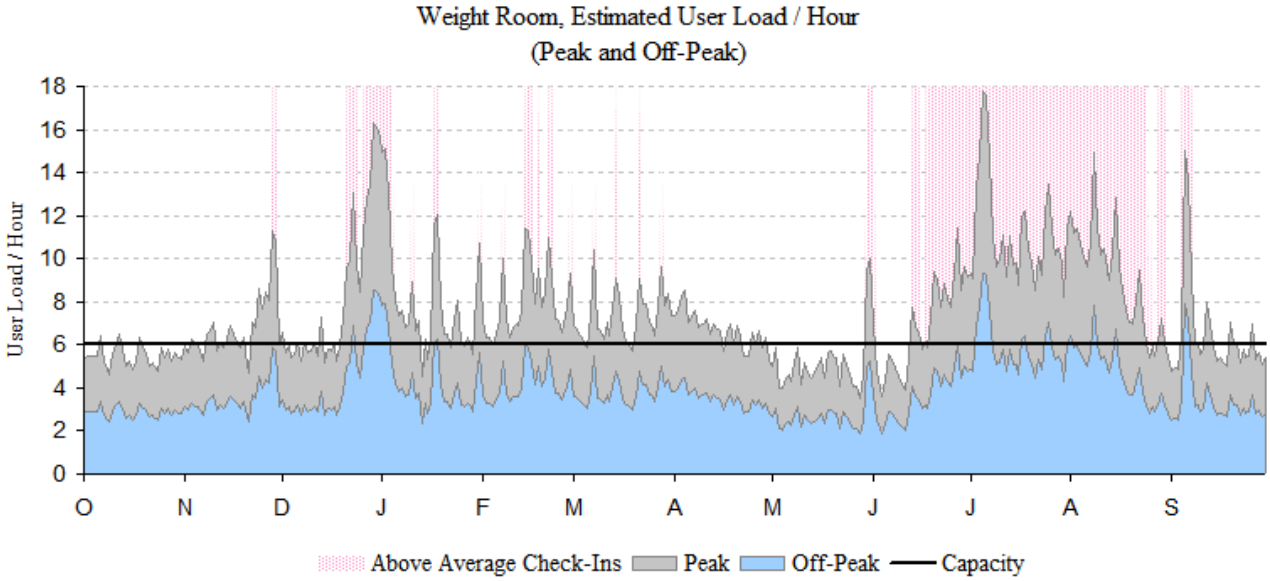
inundated Truckee with smoke for weeks, and the extraordinary winter months of 2017, which inhibited travel to and around Truckee. However, overall usage has, in fact, increased significantly since 2006. Between 2006 and 2008, Trout Creek averaged 117,126 check-ins. Between 2015 and 2017, it averaged 152,945 check-ins. That is an increase of 31%.



As noted in Appendix 3, the direct measurement data we have available to verify "user crowding" is of poor quality due to inadequate data collection techniques and standards.

The task force was, however, recently provided with daily member and guest check-in data from October 1, 2014 to September 30, 2017. Because this data is gathered electronically, and, in effect, automatically with card swipes and payments, it is highly reliable and accurate. Using this data the task force built a mathematical model to estimate user load in the weight and cardio rooms. While this inferential model is necessarily inexact, and therefore perhaps less dispositive than direct measurement might have been, it is the best estimate we have of user load in the cardio and weight rooms during peak and off-peak periods throughout the year. This model is described in Appendix 3.





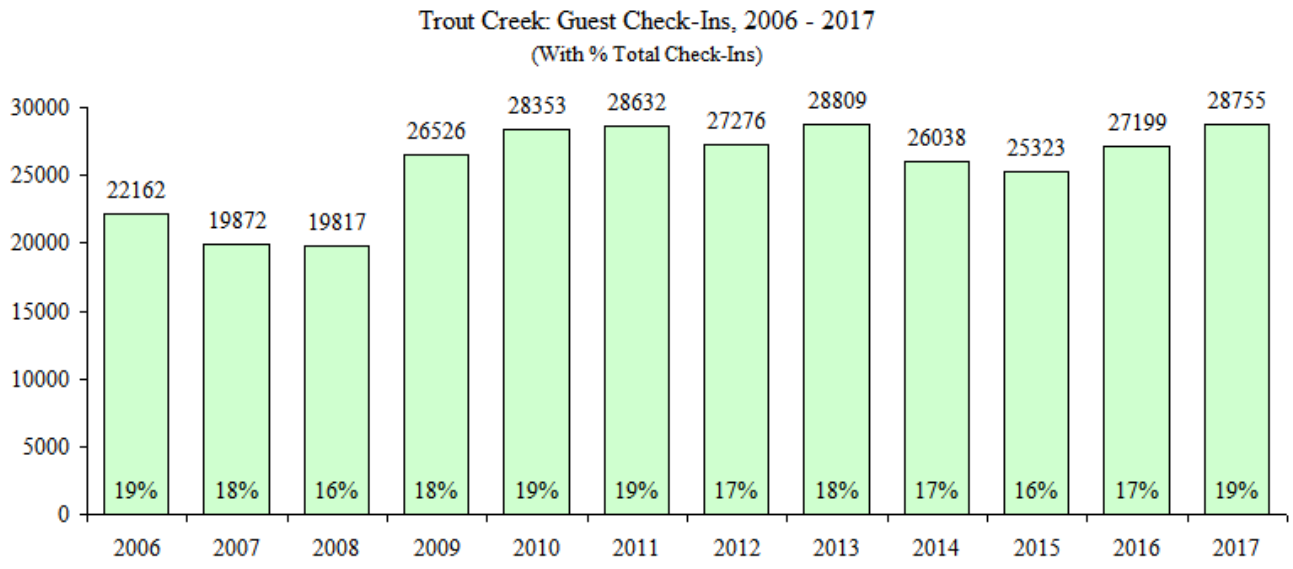
In the cardio room, the model suggests that we routinely approach or exceed capacity in peak hours during high-visitation weekends, holiday, and summer usage periods. Put differently, when the 84% of Tahoe Donner members who are part-timers are visiting, the cardio room experiences regular user crowding. In the weight room, the model finds that we are at or above capacity during peak hours throughout nearly the entire year. In other words, the usage load imposed by the 16% of Tahoe Donner members who are here full-time is sufficient in itself to put the weight room over capacity. When the part-timers are here, the weight room can be extraordinarily overcrowded.

Technology

As for technology or practices that Tahoe Donner might adopt to measure detailed facility usage in the future, the task force believes it is preferable to collect data automatically rather than try to rely on the inconsistent attention of staff, whose first priority will necessarily be customer service, not data collection. However, though bi-directional people counters and other data collection technologies exist, they are far from inexpensive. While the task force has not researched the costs in great detail, some staff have indicated that the cost-benefit analysis of these technologies will likely prove them less than worthwhile for an organization of our size. While there may be creative ways to leverage the quality data that we do have to better understand particular questions (sometimes what cannot be measured can be modeled), ultimately we may need to continue to make decisions as best we can without perfect data.

Guest Access

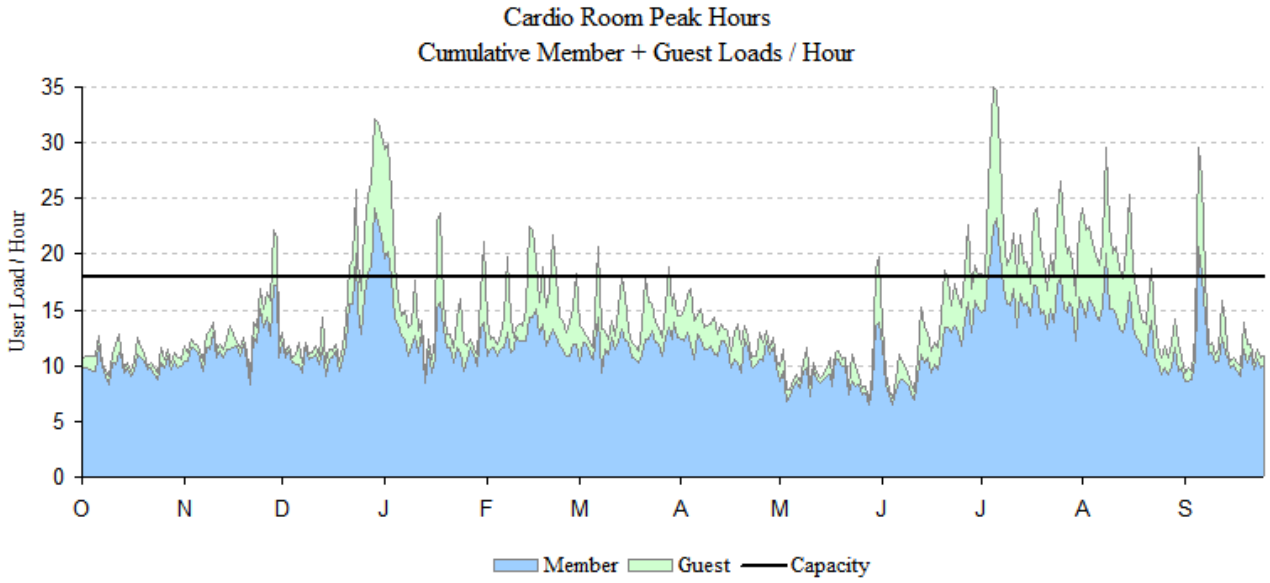
Some background is in order. Comparing the 2006-2008 guest check-in averages with those from 2015-2017, we find that guest usage has increased 31% at Trout Creek, which tracks precisely with the overall increase in usage at the facility mentioned earlier. However, contrary to popular belief, guest usage of Trout Creek has not markedly increased in recent years. Between 2006 and 2008, Trout Creek guest usage averaged 20,617 per year. Between 2009 and 2011, guest usage did jump by 35% to an average of 27,873. Between 2015 and 2017, the 3-year average declined by 3% to 27,092. Aside from some year to year variation, guest usage at Trout Creek has, at worst, been holding steady for nearly a decade. The data we have suggests that the perception that overall guest usage at Trout Creek has been increasing in recent years is false.

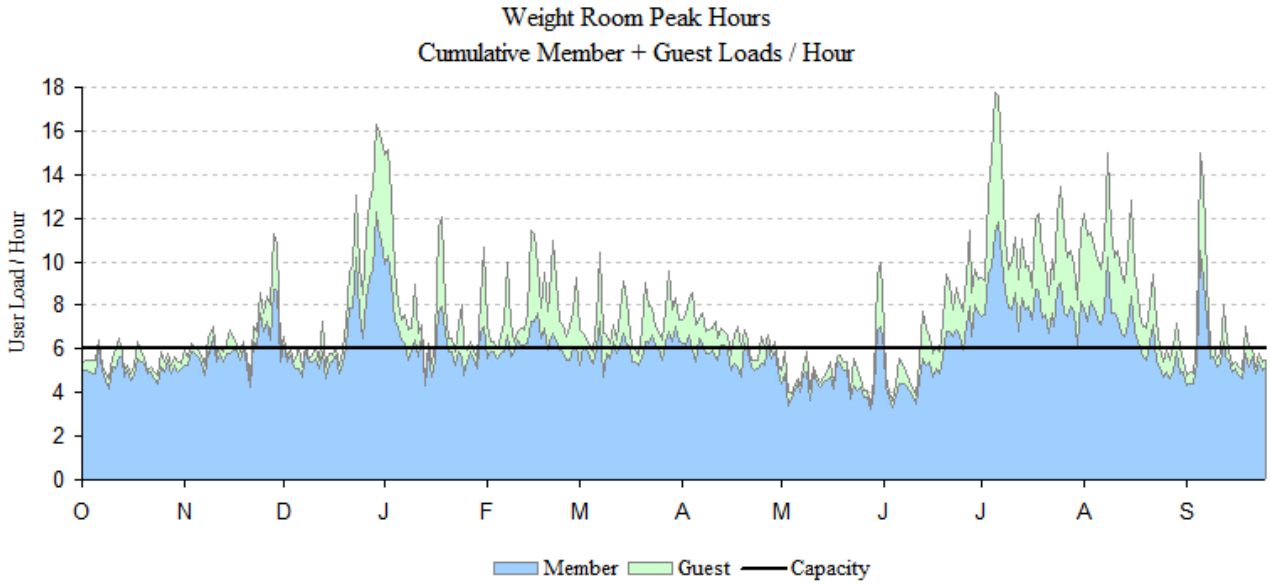


However, guests have in recent years still accounted for perhaps 18% of overall Trout Creek check-ins. Would limiting guest usage or adopting surge pricing as effective means to resolve or ameliorate user crowding? Our data suggests that these strategies would not be effective means to resolve or ameliorate

user crowding. Indeed, we do not believe that restricting guest access will have any appreciable effect on the volume of people using Trout Creek.

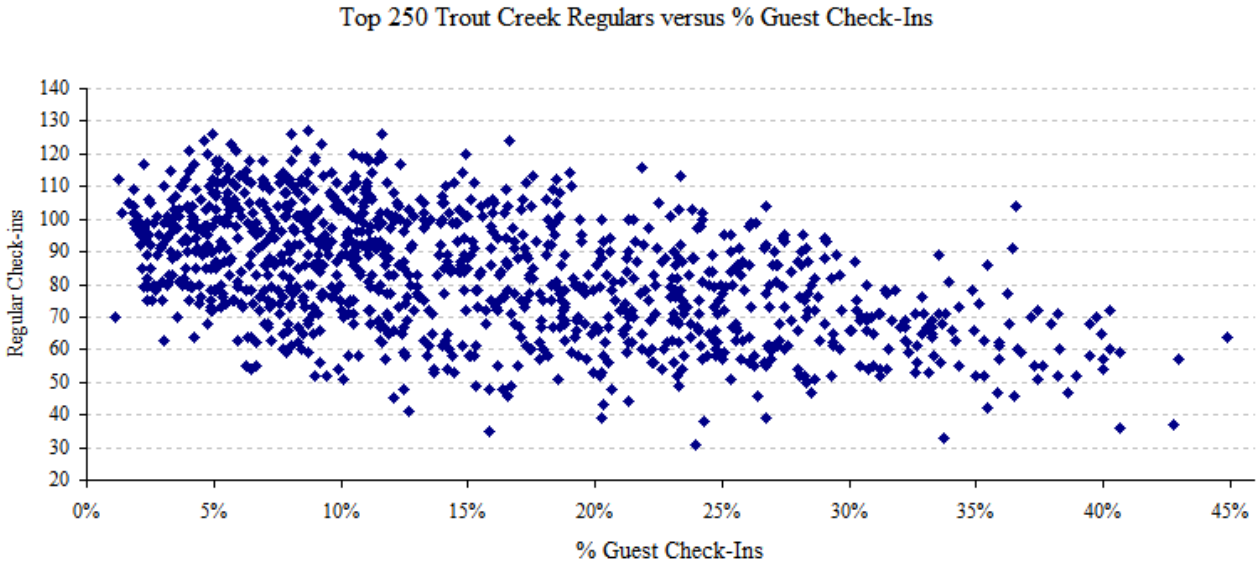
Using our mathematical model, we were able to estimate the cumulative user load placed on the cardio and weight rooms by members and guests. The graphs below show this cumulative user load during peak usage hours in the cardio and weight rooms.





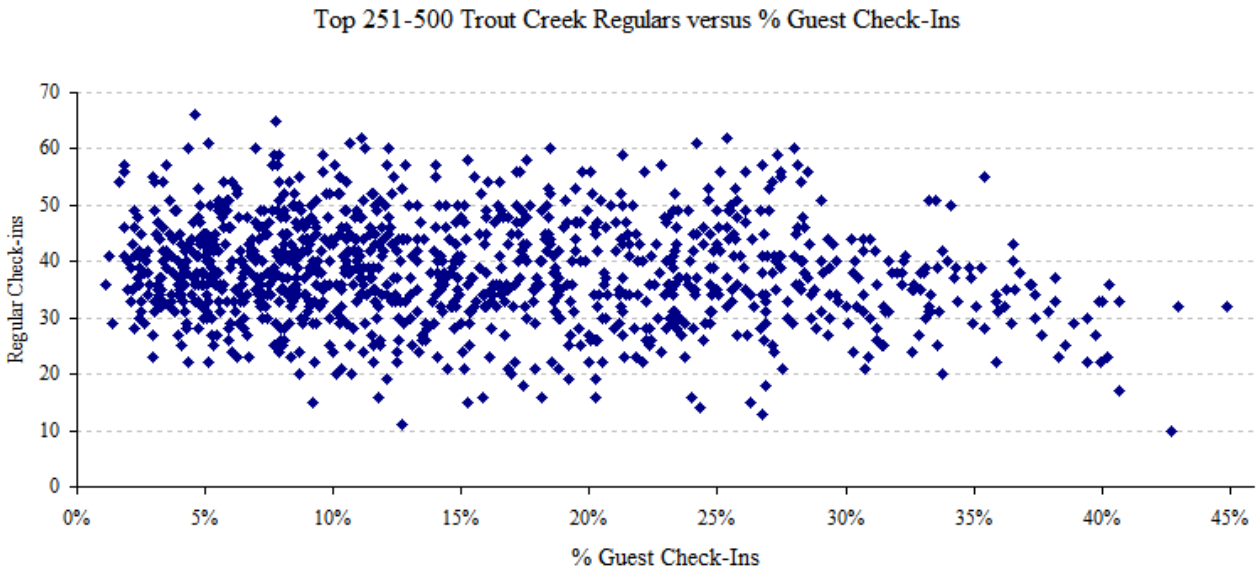
User crowding in the weight room is not limited to guest visitation surges, and is not attributable to guest usage (though guest usage certainly compounds the problem). Though one might think that limiting guest usage might ameliorate user crowding in the cardio room at certain times of the year, there is reason to doubt this as well.

There has long been anecdotal evidence that a portion of Association members abstain from accessing Trout Creek during surge guest visitation periods. We now have data to corroborate those anecdotes. Using daily check-in data from the facility's 250 most regular users, we can show that a percentage of Trout Creek's most regular users do, in fact, avoid the facility when guest usage is high. Because these users exhibit the most regular behavior of any Trout Creek users, changes in their behavior are easy to detect and quantify.



The scatter plot shows a clear correlation: high guest usage correlates with lower check-in numbers for Trout Creek's top 250 most regular users. During periods of high guest usage, Trout Creek could be losing in the range of 60 member check-ins a day from this group alone. If guest usage was reduced, we would expect these Trout Creek regulars to resume their normal workout behavior, at least partially off-setting any reduction in overall user load at the facility achieved by limiting guest access.

Are less frequent member users of Trout Creek also avoiding the facility during periods of high guest usage? Data from users 251-500 suggests they do. Unlike the top-250, who exhibit a fairly consistent drop-off as guest usage increases, facility usage by this group remains fairly static until guest usage hits between 25% and 30%. Trout Creek is at or above 25% guest usage during all peak visitation periods: winter weekends and holidays, and throughout the summer. For users 251-500 the higher end of their check-in variability slumps after guest usage hits 25-30%. This slump could account for a loss of perhaps 20 check-ins per day.



Is there enough pent-up demand among Tahoe Donner members who refrain from using Trout Creek during periods of high guest usage to fully off-set any user-load reductions that would come from restricting guest access? Except, perhaps, for a handful of days a year with extraordinarily high facility usage (for instance, the period around July 4, and the period between Christmas and New Years), the answer is quite possibly yes. For the sake of argument, let us assume that we *entirely* eliminated guest access to the facility. On average, Trout Creek has hosted 75 guests per day during the last three years. Above average guest usage days range from 75 guest check-ins, to 500 or 600 on July 4 weekends. However, the "busiest" guest usage days generally remain below 300, with only 15 days in the last 3 years ranging above 300 guest check-ins.

From the top 500 users alone, we are currently losing up to 80 check-ins a day during periods of high guest visitation. There are more than 25,000 Tahoe Donner members. While it is unreasonable to expect that many of them would exhibit behavior similar to Trout Creek's top 250 users, if even 5% of that 25,000 exhibited similar behavior to Trout Creek users 251-500, then there would be more than enough pent-up member demand to make up for most of the user volume reductions that could come from *entirely* eliminating guest-access. To our knowledge, however, eliminating guest access *entirely* is not and has never been considered for this facility. At most, partial curbs on unaccompanied guest access have been proposed and enacted. There is doubtless sufficient pent up member demand to off-set these partial guest access restrictions.

In short, members are staying away from Trout Creek during peak guest usage periods, and there is therefore reason to doubt that reducing guest access would reduce the overall user load at the facility. Members would simply replace guests. While there may be reasons to prioritize member usage in this way, the replacement of guests by members would not have the desired effect of diminishing user crowding in the facility. As such, the task force is convinced that curbing or controlling guest access will prove an ineffective means to address user crowding at Trout Creek.

5. Trout Creek's Long Term Expansion Potential

Question 5a. After completion of the Phase 1, 2, and 670 proposal, should Tahoe Donner consider additional expansion of Trout Creek for projected longer term needs? Considering parking, setbacks, and other constraints, where and by how much could the facility be expanded? Are there any constraints at the Trout Creek site that would compel Tahoe Donner to consider building a second recreational facility elsewhere to address the Association's long term needs?

Answer. The task force has maintained since the fall that, although the existing proposal is unlikely to prove a long term solution at Trout Creek, "it is a necessary bridge toward a long-term solution." This proposal would provide the Association with space adequate to meet its current needs, as those needs are defined in the answer to Question 1b. By addressing those current needs, we would create a facility that is comfortable, safe, and congruent with current usage. By doing so we would relieve the immediate duress, resolve the otherwise intractable dilemmas, and thereby give ourselves the breathing room we would need to consider the long term.

While we possess considerable clarity about our present needs, our long term needs are obscure. As such, the proper question is not whether Trout Creek has the capacity to expand to meet particular long term needs, but only whether the site has the capacity to expand to meet general long term needs. In other words, the question is by how much can we expand the facility to meet long term needs, whatever those long term needs are eventually determined to be.

To answer that question we must determine 1) how much buildable space remains within the existing setbacks, and 2) how many parking spaces could be added within those same setbacks.

A 2013 site survey map created by the Gary Davis Design and Engineering Group identified several attractive future expansion sites within the Trout Creek property. (See Appendix 4.) The gym-side locations could be used to extend the fitness facilities, and the pool-side locations would be ideal for offices, storage, massage services, and a large classroom. Though these locations may be the most attractive building sites on the property, they do not exhaust the expansion potential. Indeed, the Mather feasibility study added an additional site for future expansion: the original northeast corner location of the 670 square foot extension.

Combining these various expansion sites, if we fully implemented the current proposal, a minimum of approximately 7,400 square feet of expansion potential would remain on site. Indeed, that is a conservative estimate. For instance, there may be additional buildable space behind the lap pool that is not identified in the Davis survey map. Taking that space into consideration, following the implementation of the current proposal, we could potentially extend the Trout Creek facility by well over 8,000 square feet. To put that number in perspective, the entire 2005 expansion totaled approximately 8,000 square feet.

Of course, we could not build an additional 8,000 square feet unless we could provide adequate parking to accommodate an expansion of that size. According to the Mather study, Trout Creek currently has 199 parking spaces. Given the facility's usage and square footage, that same study estimated that 194 parking spaces are required for the existing facility. Hence, Trout Creek currently has an excess parking capacity of 5 spaces. That excess capacity, plus some minimal restriping to add a single additional

space to bring the total available to 200 is expected to be sufficient to meet the requirements of the current proposal, but would leave zero excess parking capacity to accommodate future expansion.

According to the Davis Group, the methodology that the town of Truckee uses to determine parking requirements is "unfortunately unclear," so it is impossible for the task force to calculate the number of spaces that would be required to expand the facility an additional 8,000 square feet beyond the current proposal. We can, however, cite precedent. For the 8,000 square foot expansion completed in 2005, the town of Truckee required the addition of 55 parking spaces. On that basis, it would seem reasonable to expect that if we were to expand the facility by another 8,000 square feet today, then the town would require the addition of approximately 55 parking spaces.

Do we have the capacity to expand the existing parking lot by 55 spaces? No. According to the Davis Group, if the entire existing parking lot were restriped for compact cars, we could add approximately 20 spaces. Could we build additional parking capacity elsewhere on site to gain at least 55 additional spaces? Yes. Indeed, we have space to add approximately 125 additional parking spaces, which is far in excess of what would be required if we expanded the facility by an additional 8,000 square feet. These sites are depicted in Appendix 5.

The most attractive site to build an overflow parking lot is at the tip of the driving range. This site, which could accommodate approximately 50 spaces could serve multiple purposes. First, it could serve as the primary Nature Trail parking lot, which would help the relieve danger posed by pedestrians crossing Northwoods Boulevard to access the Nature Trail near the Clubhouse. Second, it would also serve to alleviate parking lot crowding caused by Snow Play and Tahoe Donner's Truckee Thursday shuttle service. Third, these 50 spaces would provide nearly enough parking capacity on their own to allow for a future expansion of approximately 8,000 square feet.

A second site for future parking expansion exists along Northwoods Boulevard. These would be roadside spaces similar to those maintained on Alder Creek Road to serve the Alder Creek Adventure Center. Approximately 25 spaces could be built at this location. Finally, if we chose to sacrifice the existing basketball court, approximately 50 parking spaces could be built there.

Between the tip of the driving range and the side of Northwoods Boulevard, we have the potential to build approximately 75 parking spaces in locations that are both attractive and useful to the Trout Creek facility. Those 75 spaces should be more than adequate to accommodate any future expansion of the facility that might be reasonably desired.

In sum, there are no known constraints that would prevent us from expanding the facility another 8,000 square feet beyond the proposal currently under consideration. Indeed, with 75 additional parking spaces, we could expand the facility by perhaps as much as 11,000 square feet, provided we could find space on the site to accommodate another 3,000 square feet, either on the ground or by means of a second story.

As such, the task force sees absolutely no reason to consider the development of a second recreational facility elsewhere in Tahoe Donner at this time. While it may be difficult to imagine circumstances that might compel us to build another recreational facility in the future, the need for a new facility might arise if our recreational needs radically changed or expanded. However, in the present that prospect is both theoretical and obscure.

Bearing this in mind, and cognizant also that we have known since at least 2009 that Trout Creek is inadequate for our current usage and needs and should be expanded, we cannot recommend the alternative of deferring the present good for a theoretical future perfect, particularly when we are inherently ignorant of what that theoretical future perfect would require.

In this context, we would also note that in the GPC's robust 2015 membership survey, only 15% of Tahoe Donner members agreed that the Association should "build more new amenities," while 62% agreed that Tahoe Donner should "focus more on improving the amenities we already have."

In conclusion, Trout Creek can accommodate all of our current needs, and it is difficult to imagine the circumstances in which it could not be expanded to meet our long term needs. Therefore, we must restate what we said in October: "the task force believes it is neither necessary nor wise to abandon the Trout Creek site in favor of developing a new, larger fitness facility elsewhere in Tahoe Donner"

6. Code and Standard Compliance

Question 6a. How much code compliance work will we need to do regardless of the decision outcome? Is the task force aware of any additional areas within Trout Creek that are not in compliance? If yes, please list them individually and estimate the cost to put them into compliance. Are there any compliance costs that have not yet been factored into the construction estimates? If yes, please also list these and estimate the cost for compliance.

Answer: A 2013 CASp report (see Question 7a) identified an estimated $400,000 in ADA code upgrades required at the Trout Creek parcel to bring the entire facility, including the driving range and Snow Play areas, into compliance with current accessibility standards. For an enumeration of these prescribed upgrades, we will refer directors to that report, which runs over 145 pages. Because this proposal exceeds a valuation threshold of $156,162, the Association will be required to bring the entire facility into full accessibility compliance. However, as noted on page 7 of the Mather feasibility study, if the Association presents the Town of Truckee with a plan to complete the necessary improvements on a reasonable schedule, the Association may be permitted the leeway to complete a portion of those improvements under a separate building permit. As such, the improvements required in the parking lot, and for Snow Play and the driving range have been omitted from this project's cost estimate. An estimated $280,000 in ADA upgrades would be included in this building permit, with the remainder completed at a later date. If the proposal is rejected, staff would create a new, focused plan to complete the required ADA upgrades.

7. Operational and Project Review

Question 7a. Why have previous studies and reports failed to note the non-compliance issues that were raised this fall? For how long has the facility been out of compliance, and when was the non-compliance discovered? Does the task force have any specific recommendations for internal checks or controls that would help to surface similar code and standard violations earlier in the capital projects process?

Answer. The ADA non-compliance issues at Trout Creek have been known since at least November 6, 2013, which is when a report titled Trout Creek Recreation Center, Interior & Exterior CASp, Site

Survey & ADA Evaluation was presented to Tahoe Donner by Troy Milburn, a certified access specialist. The vast majority of this report deals with architectural or constructed elements at the facility. The Mather feasibility study cited this report directly when forming an estimate for ADA upgrades at Trout Creek, and Siteline Architecture is currently incorporating these upgrades into their plans.

However, a small portion of that report dealing with ADA noncompliance issues posed by equipment congestion in the weight and cardio rooms was initially overlooked. Photographs in the report depict path of travel and clear floor space deficiencies that have been present in the cardio and weight rooms since 2005. While this report may have been seen by Trout Creek's previous manager, the current manager had not seen the Milburn report.

Management has been dealing with fire code egress difficulties, particularly in the hallway, since the expanded facility opened in 2005. Member demand for additional equipment, has also exacerbated difficulties in the weight and cardio rooms. While these shortcomings have been known to the staff and Fire Marshall, the Fire Marshall has thus far refrained from issuing an "order to comply," opting instead to deliver informal verbal comments to management and staff. Because the Fire Marshall has expressed his guidance for safety best practices in this unofficial manner, the staff has been able to maintain that the facility is not in violation of any fire codes. The task force agrees with the staff's assessment that this situation is less than optimal.

Management has also long known that equipment in the facility is below industry safety clearance standards. With older equipment, however, reference material had not been retained, so it was difficult to define the degree of non-compliance. To remedy this information deficiency, in August 2017 the task force sought and obtained a copy of the strength training industry standards published by the National Strength and Conditioning Association (NSCA), as well as the safety clearance standards established by ASTM International for cardiovascular equipment.

Though these deficiencies were known, the facility could not be put into consistent compliance with the required ADA standards, fire codes, and the recommended industry standard safety guidelines without significantly reducing the equipment quantities and service levels that members enjoy and expect. Faced with a dilemma between service levels, on the one hand, and safety on the other, Tahoe Donner chose to maintain service levels. This decision was made in 2005 when the facility was built without sufficient usable space for the Association's needs, and then furnished with equipment quantities in excess of its true capacity in order to try to meet those needs.

Why were these problems overlooked for so long by the GPC? The reasons are likely numerous. We will, however, briefly enumerate two principal causes here:

1. Path dependency. This project was born out of the failure of the 2009 plan. As such, it took as its starting point the unresolved issues that were identified in 2009, and set out to offer solutions to those old problems. That the problems identified in 2009 might not be exhaustive or fully current, or that new problems might have arisen in the intervening years, was not initially well-understood by the task force.

2. Misunderstanding of "crowding" complaints. As noted earlier, crowding complaints by members were typically understood as complaints about the quantity of people using the facility rather than the

density of furnishings. While this is likely the correct interpretation for pool-side complaints, a review of the documented member complaints pertaining to the cardio and weight rooms suggests that the complaints were more typically about equipment congestion, which made the room "crowded" even with only a modest number of occupants. Had the task force better understood this earlier, it might have uncovered the related ADA, fire code, and equipment safety clearance issues sooner.

Regarding internal checks and controls to surface issues of this sort earlier in the capital projects planning process, we have already drafted several specific recommendations that we expect to present in post project review. For now, however, we would only give this general advice to the Board. When presenting information to the Board, task forces, committees, and staff will tend to focus on information that they know the Board values. If the Board wishes to see information about compliance with regulations and safety standards, then the Board should demonstrate to task forces, committees, and staff that it values this information, and wishes to be presented with information on these matters in a timely and candid manner.

8. Miscellaneous

Question 8a. To better estimate the mid and long term adequacy of the proposed expansion, do we have access to demographic analyses that might help us forecast both member population increases, and other demographic changes (for instance, an increase in the number of full time members due to the expansion of remote work, and the growing tech industry in Reno) that might increase overall usage of Trout Creek?

Answer: This question is outside the Trout Creek task force's purview. However, the GPC has recently established a new demographics task force for the express purpose of studying questions of precisely this type. As such, we have referred this question to that task force.

Question 8b. Would the task force recommend a survey to further gauge member opinion about this project?

Answer: As with any potential survey, the first question one must ask is what information that we do not already possess could or would be revealed by virtue of a survey? The second question is whether that data is essential, or even meaningful, for the decision at hand. The task force is uncertain about what significant, new information another member survey would reveal.

Trout Creek expansion was surveyed in 2015, and the project was ranked highly. Nothing has happened since that survey that would suggest the reversal of this member preference. Indeed, the member feedback we have only reinforces the conclusion that member opinion decisively favors this project. Further, if members were properly and fully informed that the consequences for a negative decision could realistically include reductions in equipment and service levels, we would anticipate support to increase even further. In the same survey, members also made clear that they vastly prefer improving existing amenities to the idea of building new ones. Expanding Trout Creek is in keeping with that preference.

A survey would also be a needless delay. The task force is familiar with the FlashVote service that the Association recently employed, and in the long run we expect that service to offer robust and timely member surveys. However, it will take several months (if not longer) for the FlashVote sample

population to "ripen," and until it does we cannot reasonably expect statistically robust results. Particularly given the high quality of the 2015 survey, the task force sees no reason to delay this project merely to confirm what is already known.

Question 8c. Has the task force researched pool overcrowding and evaluated the potential need for expansion of Tahoe Donner's aquatics facilities?

Answer: This question is outside the Trout Creek Task Force's purview. To study these matters, the GPC would need to establish a new task force with members recruited from among the facility's poolside users. It would take considerable time to conduct this analysis and formulate recommendations. We strongly recommend against deferring action on the current gym-side proposal for the sake of conducting new pool-side analysis.

Appendices

1. Director questions cross-reference and verbatim director questions.

2. Diagrams 1a/b and 2a/b.

3. Trout Creek user load model explanation.

4. 2013 site survey map, Gary Davis Design and Engineering Group.

5. Expanded parking options.

Appendix 1

Director questions cross-reference and verbatim director questions.

Jeff Bonzon

1. 6a
2. 2a and 3a
3. 6a

Darius Brooks

No questions submitted.

Jeff Connors

1. 7a
2. 3d
3. 8b
4. 5a
5. 8c
6. 8a
7. 5a and 8a
8. 4a and Addenda 3.
9. 4a

Jennifer Jennings

1. 1a
2. 1a
3. 4a
4. 4a
5. 3b
6. 3c

Jeff Schwerdtfeger

1. 1a
2. 6a

Jeff Bonzon

1. How much ADA work will we need to do regardless of the decision outcome?
2. What new equipment will be required and or eliminated as a result of code issues?
3. Are there other areas within TCRC that are not in compliance? Please list individually and estimate cost to put in compliance.

Darius Brooks

No questions submitted.

Jeff Connors

1. How long have the code violations been in existence and what type of internal control(s) was missing that did not allow us to become aware of the issues at an earlier date?
2. Does the Architect providing the work to TCRC have the prerequisite experience with other types of gymnasiums? Please specify 1) customers similar to us that were used as a reference point and 2) and the feedback we received from them on the Vendor and 3) whether or not competing bids were obtained and if so how many and 4) the key factors that led us to choose this vendor.
3. Would like to see a board approved member based survey developed and which would be distributed to in a manner so as to better understand the sentiment of the membership and their willingness to spend approximately $2mm for Trout Creek improvements versus other strategic alternatives. This would include the likes of McGlatchin Springs its longer term directional alternative opportunities and where TCRC fits in terms of spending priorities versus other (Ski Hill, Mailboxes etc.) alternatives. Would members consider this to be maintaining an existing amenity to a higher standard or an expansion of an existing amenity?
4. Not sure if TCRC is out of room to expand? Please advise inclusive of specific locations within TCRC where added growth and parking could be achieved and how TD might get comfortable with that thinking given the historical thought process that expansion was not possible.
5. How does the task force think about overcrowding at the pool and the potential need to also consider it for expansion?
6. Would like to see demographic analyses and forecasts of future growth expectations in TR given changes in the virtual workplace and the growth of nearby geographies from the likes of Tesla, Google, etc.
7. Given these forecasts how long is this expansion forecasted to last?
8. There appears to be a difference between the change in usage within TCRC and the claim of overcrowding and the volume statistics produced by TD management. Please reconcile and quantify the growth.
9. Please provide current statistical data that supports the position that the center is overcrowded. This would require a great deal of specificity as to when, hours, holidays, classes etc. To date no quantifiable data has been produced.

Jennifer Jennings

1. In both the current configuration and the proposed expansion of the cardio/weight room – please lay out the equipment that we can have in a manner that complies /with the ADA requirements
2. Please do the same for the proposed spin room
3. Please estimate how much of the time the current cardio/weight room is too crowded for reasonably comfortable use
4. Discuss whether we can address overcrowding with "time of use" pricing changes or limiting guest use
5. Present a plan for addressing the impact on members during construction (refunds, other locations)
6. Estimate the fiscal impact of the proposed construction on Trout Creek's operating costs and revenues

Jeff Schwerdtfeger

1. With the additional space and reconfiguration, will there be enough additional room for the existing equipment? As it is now, there is too much equipment and is non-compliant.
2. Will there be additional costs for all code compliance and ADA requirements?

Appendix 2

Diagrams 1a/b and 2a/b

Diagram 1a/b: The Phase 2 gym-side space, with and without the 670

- Maximum Occupancy: 106
- Exercise User Capacity: See table.
- Applicable Industry Standards:
  ASTM International
  National Strength and Conditioning Association (NSCA)

	User Capacity	
	Existing	Proposed
Cardio Training	18	30
Strength Training	6	20
Stretching/Functional	0	8
The 670	---	5-10*
Total Gym-Side	24	63-68

* Depending on use and configuration.

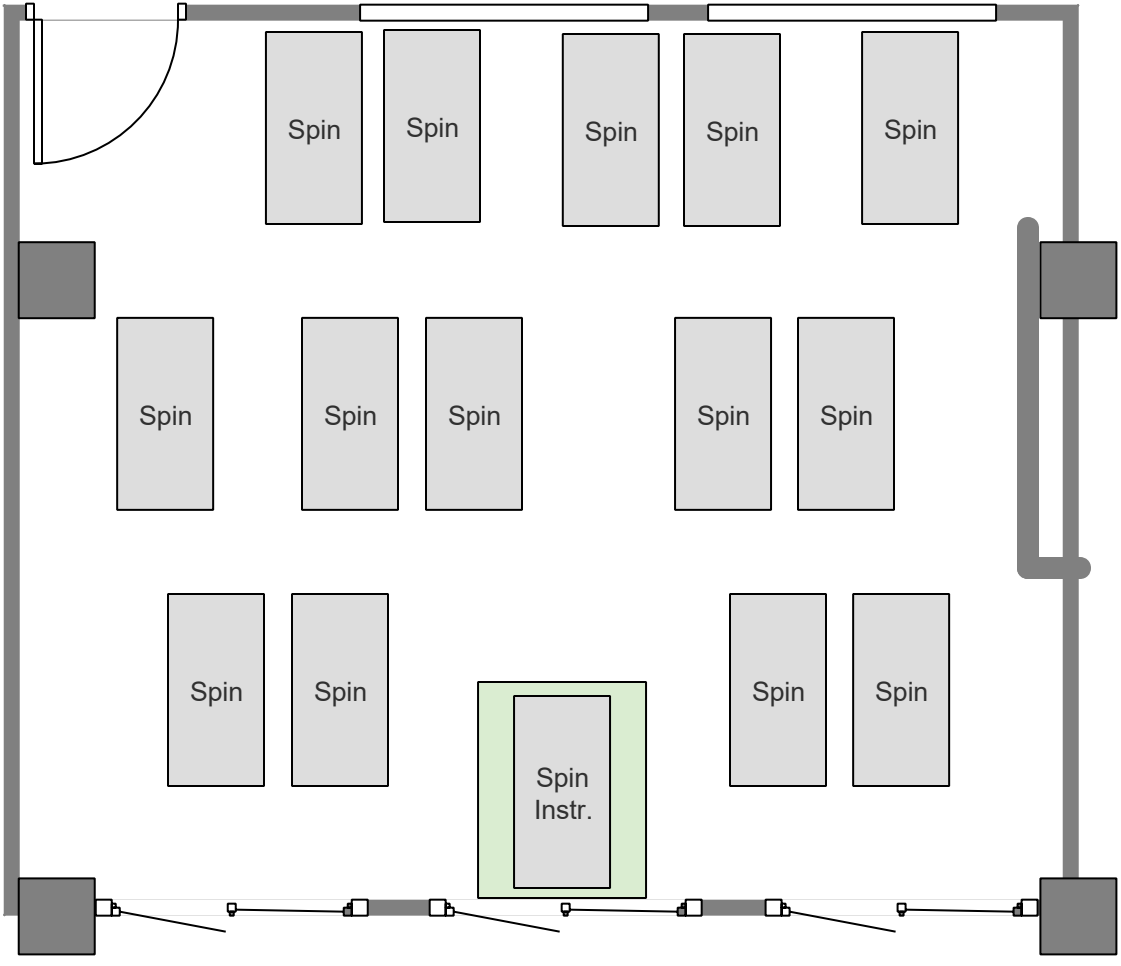


Diagram 2a/b

Multipurpose Room C: configured for a Spin class.

Maximum Occupancy: 15

Spin Class Capacity:
14 students, 1 instructor

Applicable Industry Standards:
ASTM International

Appendix 3

Trout Creek User Load Model

The user load model we built predicts how many people can be expected to access the cardio and weight rooms per peak and off-peak hour. The model can also examine the user load imposed by member and guest subgroups. However, the model can make no assumptions about the simultaneity of these users within a given hour. Thus:

1. When user load per hour exceeds capacity, the possibility of exceeding capacity exists.
2. The more user load exceeds capacity, the more likely we are to exceed capacity.

Primary Data Source:

The primary data source for this model is a 3-year daily Trout Creek check-in average (10/1/2014 to 9/30/2017). The 3 years of data was averaged not by date, but by day of week beginning with the first Wednesday in October. This had the effect of preserving the typical weekend usage spikes, but somewhat dampened the usage spikes associated with the July 4 holiday period, and the days surrounding Christmas and New Year's Day.

Secondary Data Sources:

Between August 2009 and December 2013, Trout Creek's manager at the time, Lisa Hussar, tried to conduct an hourly census of various locations throughout the facility. The count was done manually by staff. Because the census was taxing upon staff's time and attention, it tended to be neglected during Trout Creek's busiest periods because staff was too busy dealing with members and guests to conduct the count. As such, there are significant, and even massive, data gaps throughout the study. These gaps are concentrated during periods of peak usage, both during the year, and during the day. In other words, the more crowded the facility was, the less likely the count would be taken.

Peak usage periods include, but are not limited to, Presidents Day Weekend, Memorial Day Weekend, June, July, August, Labor Day Weekend, Thanksgiving (plus its weekend), and the period from Christmas to New Year's Day. For these peak periods, 30% to 70% of the data is typically missing from this census. In some cases, 90% to 100% of the data is missing. Because so much data is missing, and particularly because the missing data is correlated with the hours, days, weeks, and months of expected heavier usage, the data collected by this study is of limited value. Indeed, when the task force realized how unreliable this data is, it ceased both to rely on it for general guidance, and to highlight it in various communications. The census project was discontinued in January 2014.

In building this model, the task force did, however, use the hourly census data, particularly from 2013, to inform some relative measures. For instance, although the hourly census did not reliably measure the absolute count of gym-side and pool-side users, it did shed some light on the proportion of gym-side users relative to pool-side users at various times of the year. Similarly, the census data was suggestive of the relative proportion of weight room versus cardio room users.

These relative measures were always corroborated by additional anecdotal and spot-check data. Staff confirmed these relative measures made sense, and even conducted a single-day spot check to further

corroborate them. Anecdotal observation by task force members was also factored in. We settled upon a number only when there was general consensus from all inputs. The only exception is the overlap per hour between the cardio and weight room, as there is simply no data available on this factor. As such, we were forced to rely entirely on anecdotal consensus.

Finally, to determine peak usage hours, we analyzed time stamps for every single Trout Creek check-in and entry fee transaction (both members and guests) for the dates between October 1, 2016 and September 30, 2017.

Average Duration of Visits

Tahoe Donner does not track the duration of user visits. However, we know from statistics collected by Google that users "typically" spend between 45 minutes and 1 ½ hours in the facility. From this we infer that the average visit to Trout Creek lasts approximately 67.5 minutes. Ultimately, this model measures user load per hour. To account for the 7.5 minutes beyond one hour, we applied a weighting of 1.125 to the daily check-in averages. If we did not weight the daily check-in averages in this way, the model would fail to account for the accumulating load created by those who use the facility for longer than one hour per visit.

Gym-Side versus Pool-Side Split

Years ago, Trout Creek's previous manager, Lisa Hussar, once estimated that the gym-side versus pool-side user split was 70/30 (pool/gym) summer, and 50/50 winter. We do not know how she arrived at these numbers, and we cannot verify them. However, the 2013 hourly census suggests numbers closer to 60/40 (pool/gym) summer, and 40/60 winter. Spot counts today yield a similar breakdown. A 60/40 summer and a 40/60 winter pool-side/gym-side split is also confirmed by current management and staff opinion. Does this change represent a change in user behavior at Trout Creek? Possibly. Could it also represent measurement or perception error by the previous manager? Certainly. In any case, because all our current inputs agree on a 60/40 summer, and a 40/60 winter pool-side/gym-side split, those are the numbers we used to build our model.

The model assumes no overlap between gym-side and pool-side users. We know some overlap does exist, but:

1. It is irrelevant to this model if primarily gym-side users access the pool-side facilities after using the weight and cardio rooms.
2. We believe the number of primarily pool-side users who subsequently use the gym-facilities is so negligible that we can assume it is zero for the purposes of this model.

Cardio Room versus Weight Room Split and Overlap

The relative measures from the 2013 hourly census were considered less reliable for determining the split between those who are primarily cardio room users and those who are primarily weight room users. Interest in strength training, and free weight training in particular, has grown tremendously in recent years. Anecdotal observation from management and long-time weight room users confirms that noticeably more people are using the weight room today than compared even with 5 years ago. In 2013, the census found that the split was approximately 75/25 cardio/weight room. To account for these

shifting interests, consensus gravitated to a 70/30 split as a conservative estimate for the purposes of building the model.

This split, however, assumes that Trout Creek users exclusively use one room or the other. In reality, a great number of people use both rooms, quite often within the same hour. Failure to account for this overlap would result in a dramatic under count of the user load in both rooms. However, we have absolutely no data to shed light on this number. We settled on 10% overlap between the rooms as a minimal, baseline estimate. This estimate is highly-conservative as anecdotal experience and observation suggests the number is significantly higher. Indeed, the overlap is likely more than double this estimate. However, this systematic under-count is at least partially off-set by the fact that we did not split the load of the overlap users between the cardio and weight rooms, but instead counted the load fully for each room.

Peak Hours

Staff provided the task force with time stamps for every single Trout Creek check-in and entry fee transaction (both members and guests) for the dates between October 1, 2016 and September 30, 2017. Analysis of this data suggests that 50% of Trout Creek users access the facility during 5 ½ peak hours. The data further suggests that these peak hours are roughly 9:30 AM to 12:00 PM, and 3:00 PM to 6:00 PM. There is some minor variation to these peaks depending upon season and day of week.

Cardio and Weight Room Capacities

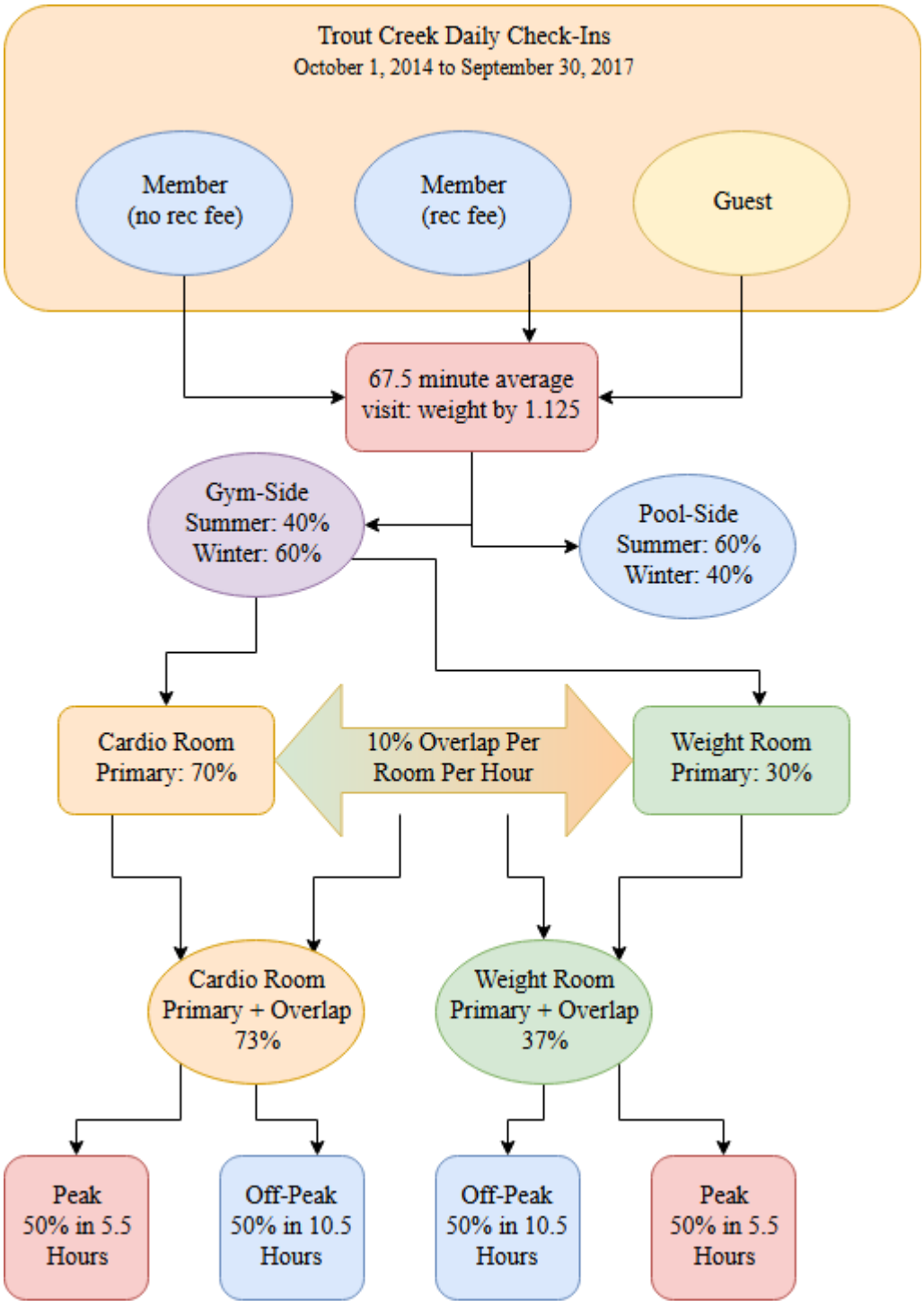
Determining a benchmark for user capacity in the cardio room was relatively straightforward. Years ago, then manager Lisa Hussar determined that "comfortable capacity" in the cardio room was 20. However, if we were to abide by all fire codes, ADA regulations, and industry standards (removing about 1/3 of the equipment), we estimate that the room's user capacity would actually be 18. As such, we set the capacity of the cardio room at 18.

Determining a benchmark for user capacity in the weight room was anything but straightforward. Again, years ago Lisa Hussar had determined that the "comfortable capacity" in the weight room is 6. Beyond that number, particularly in the severely undersized dumbbell area, weight room users begin to get in each other's way, or even begin to occupy space that is in hazardous proximity to other lifters.

If we were to abide by all fire codes, ADA regulations, and industry standards, up to 50% of the equipment would need to be removed from the weight room. With so much equipment removed, we would be left with a weight room that is inadequate for most of its users, but, technically, the user capacity of the room would increase to 10. By packing that room so densely with equipment, we have actually reduced its user capacity.

Ultimately, however, we decided that we must judge the capacity of the weight room as it is currently furnished. As such, we kept the capacity at the established 6 without modification.

Model Flowchart:

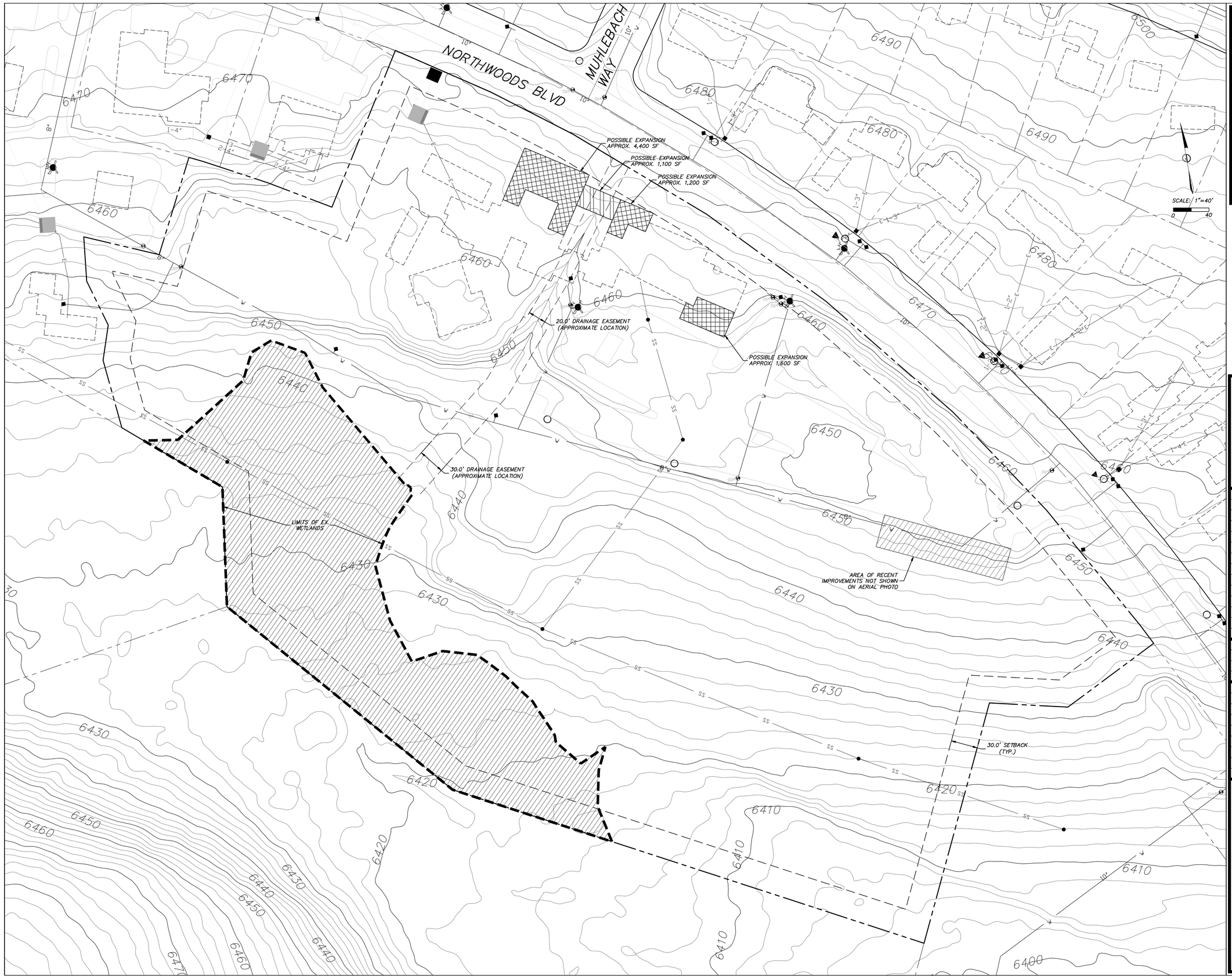


Example Calculation: *Peak expected hourly weight room user load for the third Saturday in July:*

(806 check-ins * 1.125 * .4 * .37 * .5) / 5.5 hours = 12.2 weight room users per peak hour

Appendix 4

2013 Site Survey Map, Gary Davis Design and Engineering Group



TAHOE DONNER ASSOCIATION TROUT CREEK REC CENTER

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APN 44-660-01-000

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Issues and Revisions

No.	Date	Issue & Revision	By	Check

Designed By	JB
Drafted By	CMS
Checked By	JB

Client Information	TAHOE DONNER ASSOCIATION
	11509 NORTHWOODS BLVD.
	TRUCKEE, CA 96161
	(530) 587-9400
Project Number	

Description

SITE EXHIBIT

Scale	1"=40'
File	PUD_GIS_export GDE Copy.dwg
Plot Date	MAY 29, 2013

1

1 OF 1 SHEETS

PRELIMINARY

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Appendix 5

Expanded Parking Options


Northwoods Blvd
Northwoods Blvd
Northwoods Blvd
Trout Creek


Northwoods Blvd
Northwoods Blvd
Northwoods Blvd
Trout Creek


Northwoods Blvd
Tahoe Donner Snowplay
Northwoods Blvd
Northwoods Blvd
Northwoods Blvd


Northwoods Blvd
Northwoods Blvd
Tahoe Donner Snowplay