Testimony on Liberty Utilities' Rate Proposal and Regional Impacts

Presented by Danielle Hughes, Founder and President of Tahoe Spark

SECTION I: INTRODUCTION AND QUALIFICATIONS

Q1: Please state your name and address.

A1: My name is Danielle Hughes. I reside at 5401 Caledonia Circle, Carnelian Bay, California, 96140.

Q2: Please provide your academic and professional background.

A2: I am the Founder and President of Tahoe Spark, a 504(c)(3) nonprofit organization representing Permanent Residents within Liberty Utilities' service territory. I hold both a Bachelor of Science and a Master of Science in Geology, with over 20 years of expertise spanning natural resources, land use, energy, environmental compliance, public safety, transportation, forest management, and public policy. My resume is in Exhibit 1.

Q3: What is the purpose of your testimony?

A3: The purpose of my testimony is to address significant flaws in Liberty Utilities' rate design, particularly its failure to account for visitor-driven energy consumption, emissions, wildfire risk, and housing-energy affordability impacts. I advocate for equitable, demand-responsive policies, responsible investments, and a regulatory framework that ensures public interest while addressing Destination Visitor Induced Demand (DVID).

Liberty's current rate structure disproportionately burdens Permanent Residents—including low-income, fixed-income, and working-class families—by failing to reflect the seasonal energy demand surges caused by tourism including cost causation and risk causation. Such surges exacerbate issues like wildfire risk, public service strain, and housing affordability, yet the financial responsibility is unfairly shifted onto locals. Second homeowners and ski corporations remain unaccountable for the infrastructure pressures they create that are not population based; but instead, are tourism-based demands.

Have you testified in front of the commission?

Q4. How is the rest of your testimony organized?

A4. Section II. Cost Causation Supporting Demand Flexibility

Section III. Wildfire Risk and Affordability

Section IV. Housing Affordability and Workforce Retention Impacts

Section V. Destination Visitor Induced Demand and Population Based Policy Gaps

Section VI. Proposed Solutions for a Balanced, Resilient Future in Energy; and

Section VII. Conclusion

Q5. Can you briefly identify any exhibits or appendices attached to your testimony?

A5. I have attached to my testimony:

Exhibit 1: Danielle Hughes Resume

Exhibit 2: Placer County Vacation Rental Map

Exhibit 3: California Air Resource Board (CARB) Vehicle Fee

These exhibits are presented as appendices and relate directly to points in my testimony. They are described in further detail here in.

SECTION II: COST CAUSATION SUPPORTING DEMAND FLEXIBILITY

Q6: How does Liberty Utilities' rate proposal conflict with core rate design principles?

A6: Liberty Utilities' proposal violates the principle of cost causation, which states that those who drive demand should bear the associated costs. The Tahoe Transportation District's Corridor Connection Plan[1] highlights the connection between visitor-driven transportation congestion and peak grid demand periods Liberty identifies in their application, reinforcing the need for seasonal pricing adjustments to meet non-population based peak demand. As 28.4 million person trips are made into the Tahoe Basin each year, with 24.4 million of those by visitors. The wireless device data utilized for the study indicates visitor trips totaled 4.7 million in February and 11.8 million in July. Seasonal energy spikes—caused by sewer export pumping, hotels, and increasing air condition installations are consistent with July peak visitor driven demand. Increasing winter ski trips and increased snow making as climate change creates variability in weather systems creates a growing winter demand. These peak demand uses are not reflected in rate structures or forecasting strategies. Instead, Permanent Residents subsidize these peak

[1] 2017-Sept-Linking_Tahoe_CCP-Adopted.pdf

demand costs of mostly summer and winter visitation, along with infrastructure investments catering to ski resorts and vacation rental demands.

Liberty's rate approach prioritizes revenue generation from long-term residents while allowing short-term users to benefit from utility investments without contributing proportionally to infrastructure upkeep. The following capital projects are examples of serving the non-population based growth:

1) Squaw valley upgrade to 120 kV serves the proposed Palisades development which has lost one CEQA case and is under current litigation again. It includes up to 850 hotel, condominium-hotel and fractional ownership residential units. It includes a maximum of 1,493 resort bedrooms with 297,000 square feet of new and replacement commercial space for restaurants, retail, private recreation uses and skier services[2]. Wildfire evacuation from the small valley could be over 10 hours for a population of approximately 823 to go just a few miles[3]
2) The NorthStar community consists of a population of 298. The NorthStar upgrade to 120kV serves the proposed Martis Valley West[4] improvements, which has lost its CEQA case and continues to be contested. As noted by Liberty this location is already fairly new from the NorthStar Village Improvements and serves mostly second homeowner/vacation rental-based community who is already increasing clean energy generation through NorthStar Community Service District[5].
3) Kings Beach upgrade to 120kV is to serve Kings Barn development.[6] This project has not been approved and has eliminated all community benefits of the project, a large scale resort, and condotels (vacation rentals) housing for visitors and mostly J1 visa (non-residential) workforce housing, lacking community services and small business opportunity. A screenshot of Placer County's current vacation rentals include over 3,000 in Liberty's territory (Exhibit 2). Kings Beach has lost over half its population since 2000 due to an inflated housing market and increasing number of vacation rentals[7].

Without a cost-sharing model that includes seasonal visitors, Liberty's rate increases will continue to worsen affordability challenges and strain local infrastructure. The policy

[2] Board approves Village at Palisades Tahoe Specific Plan | Placer County, CA
[3] Sierra Watch Wins Lawsuit Against Squaw Valley Resort Development - Rankin Richey Real Estate Team
[4] Stop Martis Valley West
[5] NorthStar Clean Energy - projects - biomass carbon removal and storage (BiCRS)
[6] 39°North Lake Tahoe
[7] https://www.sciencedirect.com/science/article/pii/S0160738321001420

structure relies on locals shouldering the expense for an energy system increasingly designed around temporary populations, rather than prioritizing long-term sustainability for the community.

The Public Advocates Office testimony on rate structures[8] emphasizes the importance of allocating costs based on demand contributions. Liberty's proposal removes the Non-Permanent Residential rate category, and applies cost distributions associated with tourism improvements further shifting financial burdens onto Permanent Residents, small businesses, and essential services like healthcare and emergency responders.

Q7: What are the broader impacts of this misalignment on the community and access to equitable programs?

A7: The elimination of Non-Permanent Residential rates exacerbates housing affordability and economic resilience issues. Rising energy costs have forced many essential workers to relocate to Nevada's Reno and Carson Valley[9]. With second homeownership continuing to rise along with vacation rentals increasing, Kings Beach has faced a sharp population decline, dropping from over 5,000 residents in the early 2000s to 2,826 in 2020 and further decreasing to 2,287 by 2025, marking a 19.07% decline in the past five years, and over 50% in 25 years[10].

Permanent Residents lack access to programs like Community Choice Aggregation (CCA), International Code Chapters (ICC), and Regional Energy Networks (REN), which are designed to improve energy affordability, efficiency, and housing safety. These programs have been presented as a reason for increasing costs in California[11]. Liberty Utilities has failed to negotiate a franchise agreement with South Lake Tahoe and the biomass facility agreement with Placer County[12] further showing their lack of interest in negotiating in climate investments in the region. Not one public EV charger in located in the low-income community of Kings Beach[13].

Liberty's costs have increased 100% from 2020 to 2024 without providing these programs. Liberty and CPUC failed to recognize Kings Beach as a low-income community in A24-04-010[14] which states, "the Commission's Environmental & Social Justice Action Plan ("ESJ Action Plan") includes nine overarching goals, objectives, and action items which are designed to integrate environmental and social justice ("ESJ") considerations into the

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[8] R22-07-005 public-advocates-opening-testimony---rate-design.pdf p. 12
[9] Housing Data – Tahoe Prosperity Center
[10] https://worldpopulationreview.com/us-cities/california/kings-beach
[11] https://lao.ca.gov/reports/2025/4950/Residential-Electricity-Rates-010725.pdf
[12] Ceasing negotiations with Liberty Utilities | Placer County, CA
[13] Kings Beach, California EV Charging Stations | PlugShare
[14] https://docs.cpuc.ca.gov/PublishedDocs/Efile/G000/M553/K678/553678638.PDF

Commission's work, in order to better protect and serve ESJ communities. The ESJ Action Plan defines ESJ Communities to include:

> ...low-income or communities of color that have been underrepresented in the policy setting or decision-making process, are subject to a disproportionate impact from one or more environmental hazards, and likely to experience disparate implementation of environmental regulations and socio-economic investments in their communities."

The settlement document fails to recognize Kings Beach as a low-income community and incorrectly identifies Truckee as low-income, showing the lack of understanding and oversight of the region. While it briefly mentions affordable housing being a key issue it fails to recognize its effects, the cost contribution and source of the GHG emissions and impacts of the peak demand infrastructure on these low income and working class populations affordability from the tourist impacts. Liberty's application for 24-04-010 does reference the 2021 NV Energy ESA that allows Liberty to "explore possible alternative transmission arrangements" which TAHOE SPARK will present a new proposal in this GRC testimony to mitigate these impacts.

It appears all references to the ESJ Action Plan have been removed in this GRC scoping plan raising concerns regarding the lack of understanding of the gentrification issues occurring in our rural tourism communities across the Sierra Nevada's as California climate policies continue to focus on urban areas through population based policy and decision making. Meanwhile, Liberty has benefited from an 11% Return on Equity (ROE), generating $5 million in additional profits over five years. Liberty territory does not include DACs as defined by Enviroscreen[15] yet low income are not recognized in this GRC are impacted by wildfire smoke increasingly but do not get the Enviroscreen protections and program funding through Energy Adjustment Clause (ECAC) and it's climate credit. CPUC does not prioritize investments in Lake Tahoe communities because we are not in CAISO creating further unjustified divestments.

SECTION III: WILDFIRE RISK AND AFFORDABILITY

Q8: Why does Liberty's rate proposal incorrectly contribute cost classes associated with wildfire risks?

A8: Vegetation management costs continue to rise with each rate proposal, yet there remains a lack of transparency regarding the allocation of capital costs between ratepayers

[15] CalEnviroScreen 4.0 - OEHHA

and those covered by SMPLMA grant funds[16]. Critical investments in infrastructure hardening and microgrid development remain significantly underfunded while outages occur during regular peak demands. For instance, former Nevada Governor Sisolak declared an emergency[17] sparing with California's Governor Newsom on transportation and energy impacts associated with high visitation demand and extreme weather impacts in Lake Tahoe. Additionally, the Tahoe Basin still lacks adequate underground power lines along evacuation routes, which are essential for mitigating wildfire risks—a key recommendation from the Tahoe Climate Adaptation Action Portfolio[18].

According to the CPUC's Affordability Report for EO N 5 24[19] , wildfire is a major driver of increasing electricity rates. Yet, the EO does not address seasonal tourism, with 24.5 million vehicle-based visitor trips annually, the visitation amplifies energy demand during peak summer and winter periods. This surge not only strains narrow mountain highways, where much of the region's utility infrastructure is located, but also exacerbates traffic congestion, delays construction efforts, increases energy consumption, and heightens wildfire risks.

Additionally, climate-driven migration from lower elevations during hot days further intensifies demand. The introduction of air conditioning—previously uncommon in Tahoe homes—adds new pressure to an already stressed grid[20]. Despite these conditions, Liberty Utilities fails to account for the cost contributions and risks associated with tourism-driven infrastructure demands. CalOES protocols, outlined in Liberty's wildfire mitigation plan, rely on a population-based risk model that neglects the high-risk wildfire designation for DVID within Tahoe[21]. This oversight extends to the evaluation of risk, mitigation strategies, and cost-sharing responsibilities.

Eighty percent of Liberty's proposed rate increase stems from wildfire-related expenses, with 60% attributed to escalating insurance costs. While tourism-fueled energy spikes exacerbate infrastructure stress and wildfire risks, these factors remain unaddressed in Liberty's utility strategy. Unlike larger investor-owned utilities (IOUs) such as PG&E and Southern California Edison—which benefit from the $21 billion Wildfire Insurance Fund established under AB 1054—Liberty lacks access to this fund, leaving the utility financially vulnerable to wildfire-related liabilities. Consequently, Permanent Residents in Liberty's

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[16] https://eip.laketahoeinfo.org/Project/FactSheet/02.01.02.0014
[17] 2021-12-29 - Declaration of Emergency Extreme Winter Driving Conditions
[18] Tahoe Climate Adaptation Action Portfolio 2021 p42
[19] https://www.cpuc.ca.gov/-/media/cpuc-website/industries-and-topics/reports/cpuc-response-to-executive-order-n-5-24.pdf (pg 14)
[20] Tahoe Climate Adaptation Action Portfolio 2021
[21] Liberty 2025 WMP Update.pdf

territory face disproportionately high electricity rates, even though seasonal visitors are the primary drivers of peak energy demand, wildfire risk, and infrastructure degradation.

SECTION IV: HOUSING AFFORDABILITY AND WORKFORCE RETENTION

Q9: How do rising electricity rates impact housing and workforce stability?

A9: Rising utility costs are directly linked to housing instability and workforce retention challenges. The Tahoe Regional Planning Aency's Growth Management Briefing Book[22] speaks to the high use of electricity in single family homes, including additive impacts of larger homes yet fails to recognize the impacts of vacation rentals on these issues, with larger homes utilized mostly by tourists and second homeowners, and the shift in costs to permanent residents due to peak demand non-population-based impacts. The report speaks to the California Energy Commission's (CEC) statewide data that was not actually statewide but analyzed the large three California IOUs and associated urban-centric data only, yet again showing the lack of representative data relevant to the region.

According to the CPUC Affordability Metrics, longer commutes and higher energy bills disproportionately burden low-income residents[23]. Liberty's proposed 19% rate increase in 2025 will further strain household budgets, forcing essential workers to continue to seek housing outside the Basin. The Kings Beach community is currently losing residents at a rate of 4.23% annually, which, if left unaddressed, could result in a population falling below 1,000 by 2040 and under 500 by 2055. By 2080, Kings Beach risks becoming a seasonal-only destination, dominated by tourists and second homeowners, leaving no permanent workforce or local businesses unless immediate action is taken to reverse these trends.

Small businesses are similarly affected, as unpredictable utility pricing undermines economic planning. Peak demands already impact small businesses who cannot maintain adequate staffing to address peak times and continually compete for a small pool of seasonal staff due to loss of workforce in the region. The Small Business Utility Advocates Testimony[24] warns of potential service reductions and layoffs due to rising operational costs.

Additionally, the 2021 CPUC Disadvantaged Communities Advisory Group (DACAG) Annual Report highlights that rural regions like Tahoe often lack the resources to mitigate the adverse effects of peak demand, further straining the affordability and sustainability of

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[22] https://www.trpa.gov/wp-content/uploads/Growth-Management-System-Briefing-Book-May-2025-1.pdf (pg 35)
[23] https://www.cpuc.ca.gov/-/media/cpuc-website/industries-and-topics/reports/cpuc-response-to-executive-order-n-5-24.pdf (pg 9)
[24] https://docs.cpuc.ca.gov/PublishedDocs/SupDoc/A2312001/7821/545343392.pdf (pg 8)

energy systems. These challenges emphasize the need for local oversight and tailored coast share contribution mechanisms.

SECTION V: DESTINATION VISITOR INDUCED DEMAND AND POLICY GAPS

Q10Q6: How do state policies fail to address visitor-driven energy demand?

A10: State climate policies rely on population-based metrics, overlooking the seasonal demand surges caused by tourism, especially in rural communities. For instance, Caltrans' Climate Program highlights increased vehicle emissions during peak seasons related to interregional tourism travel, yet energy policies fail to align financial planning with these impacts. Liberty Utilities' filings, such as their Wildfire Mitigation Plan and General Rate Case references peak load periods that align with tourism seasons—summer and winter.

Tahoe's infrastructure is disproportionately strained by 24.4 million visitor trips, yet no mechanisms exist to ensure tourists contribute to local energy costs, emission impacts, and infrastructure risks. The costs ratepayers bare have changed over time and the risks have changed too. Historically, electric rates were based on volumetric use where Non-Permanent Residents were mostly vacant properties prior to the boom in vacation rentals associated with Airbnb and other vacation rental platforms that created non-conforming uses starting in 2013 and continuing to grow today. These non-conforming uses increase peak demands and wildfire risk while reducing housing availability. Additionally, today's rates include increased costs not correlated with volumetric use including State programs, wildfire risks, and a higher Return on Equity for Liberty Utilities than other IOU in California.

California's energy efficiency models are based on statewide assumptions of peak summer demand, yet Climate Zone 16 and Liberty Utilities territory experience peak winter demands due to cold climates and ski resort-driven energy consumption. The growth of ski infrastructure supporting IKON and EPIC pass holders and snow making activities has intensified seasonal energy and emission spikes, yet Liberty's rate proposal does not incorporate visitor-driven demand into cost structures. Additionally, wastewater exports required under the Porter-Cologne Water Quality Improvement Act further complicate regional energy demand, yet these factors are not reflected in state policy discussions or mitigation strategies.

Liberty Utilities is not part of the California Independent System Operator (CAISO), which oversees bulk power transmission reliability and determines which resources qualify for Renewable Energy Access in California. As a result, Liberty Permanent Residents have paid for clean energy investments in Nevada, yet California has not accounted for these costs, disregarding the Bi-State Compact's commitment to protecting Lake Tahoe. Meanwhile, the

Without policy adjustments that account for the megaregion's growth and seasonal tourism impacts, Liberty's rate structure will continue to place an undue financial burden on Permanent Residents, worsening housing affordability and infrastructure strain while increasing risk factors that are not population based.

Q11: What cost-sharing measures could alleviate these risks, cost contributions, and policy gaps?

A11: Cost-sharing frameworks distribute the financial responsibilities equitably across residents, businesses, and visitors, ensuring sufficient funding for necessary measures. CPUC Decision D19-05-029 provides a precedent for shared funding models that address infrastructure vulnerabilities in high-risk areas.

Implementing a Destination Visitor Demand congestion pricing model through an appropriate fungible mechanism could allocate funding from tourism-related energy consumption to mitigate environmental impacts and costs including wildfire mitigation, grid resilience, and other emission reducing activities. Models like Southern California Edison's Catalina Island Repower Project (CPUC Decision D19-05-029) demonstrate the possibility of visitor-based cost-sharing mechanisms.

This is not a new solution and was initially introduced by CARB in the late 70s to deal with emission impacts of visitation to Lake Tahoe as seen in Exhibit 3. Adopting a congestion pricing model, as seen in London and New York through a visitor vehicle fee, could generate revenue for critical infrastructure upgrades while reducing peak demand and reduce visitor emissions and risk. A Destination Visitor Demand fee could also fund wildfire mitigation, housing affordability and energy programs, and grid resilience efforts tailored to Tahoe's unique challenges, as recommended in the Lake Tahoe Basin Climate Action Adaptation Plan. These measures not only reduce ignition risks but also enhance grid resilience, supporting long-term community safety. The concern here is the lack of oversight and dependance on Liberty to adequately provide transparent accounting which is not currently happening through the GRC process or other special rate increase approvals and CPUC's and California's overall focus on urban-centric policies and analysis.

SECTION VI: PROPOSED SOLUTIONS FOR A BALANCED ENERGY FUTURE

Q12: What steps should Liberty Utilities and CPUC take to ensure a balanced energy future?

A12: The following measures are recommended:

To establish a balanced energy future, Liberty Utilities and CPUC should reject rate increases that disproportionately impact Permanent Residents while maintaining non-residential rates. Additionally, visitor-based funding contributions and risk-based analysis can be implemented to balance peak demand non-population based costs, supporting regional mitigation efforts and envisioned by the bi-state compact between California and Nevada.

In order to do so Liberty and CPUC must support regional efforts to evaluate CCAs or similar mechanisms relevant to Tahoe. Expanding CCA opportunities in Tahoe, as emphasized in CPUC Decision D18-07-009, could play a pivotal role in empowering the region to tailor energy programs, facilitate resource allocation, and enhance grid resilience efforts. Since the CPUC combines Multijurisdictional IOU GRCs into one process, Liberty residents currently lack the opportunity for a meaningful transparent public process.

A CCA or other fungible public mechanism could support critical infrastructure projects, including wildfire mitigation, grid modernization, and clean transportation initiatives, while providing transparent accounting. The Lake Tahoe Basin Management Unit's Climate Resilience Strategy advocates for local governance models that integrate regional energy demands into planning processes. By adopting similar frameworks, Tahoe can address seasonal fluctuations while ensuring investments align with community needs and climate goals.

Ensuring a reasonable Return on Equity, conducting risk analyses that include tourists, and providing greater clarity in cost contribution tracking and improved billing will further ensure equitable cost distribution, enhance infrastructure resilience, and address the seasonal impacts of tourism-driven demand in policy.

- Reject rate increases that disproportionately impact Permanent Residents and keep non-residential rates.
- Ensure a reasonable Return on Equity, a risk analysis that includes tourists, and more clarity of cost contribution tracking and billing.
- Establish visitor-based funding contributions to balance peak demand costs through participation in regional efforts with TAHOE SPARK to evaluate CCAs or similar mechanism supporting a relevant program in Tahoe and elsewhere within Liberty's territory.

These strategies will ensure equitable cost distribution, enhance infrastructure resilience, and address the seasonal impacts of tourism-driven demand in policy.

SECTION VII: CONCLUSION

Q13: Is there anything else you would like to conclude with?

A13: Yes, Liberty Utilities' proposed rate adjustment overlooks Tahoe's distinct challenges, such as wildfire threats, housing affordability, and infrastructure strain caused by tourists. By adopting the recommended measures—like Destination Visitor Demand fees and fair cost-sharing models—along with regional oversight to ensure these strategies are effectively integrated into local energy planning, Liberty and the CPUC can support a sustainable and equitable energy future for Tahoe's Permanent Residents and workforce communities, aligning with the objectives stated in the California Climate Investment Plan (2021) and DACAG's Annual Report.

Exhibit 1

Danielle Hughes Resume

Danielle Hughes
PO Box 144
Carnelian Bay, CA 96140
530-721-1070
livefromlaketahoe@outlook.com
https://www.linkedin.com/in/danielle-hughes

University.of.Montana.8666_8669.Bachelor.of.Science?Geology

University.of.Montana.8669_8660.Masters.of...Science?Geology

Highlights

- Respected and visionary collaborator with the ability to establish strategic, mutually beneficial initiatives and alliances in local, State, and Federal governments
- Exceptional ability to disseminate complex concepts, plans and programs to a wide variety of professionals, the public, and the legislature
- Comprehensive knowledge of numerous environmental policies and regulations
- Strong analytical skills and scientific background, including a Master of Science degree in geology with a focus in geomorphology and geochemistry
- Broad experience in transportation, emergency management, broadband, energy, water and land resources, and land use disciplines across planning, engineering, and construction
- Extensive experience providing innovative, results-driven solutions working with government agencies, the private sector, and public interest groups
- 20+ years of increasingly responsible experience in project development, environmental review, project management, construction oversight, analysis, and reporting for both government and private industry
- Skilled grant writing, justification, negotiation, communication and persuasion skills.
- Significant experience developing project proposals and cost estimates, procurement, financial management, and managing staff

California.Energy.Commission?Energy.Resources.Specialist.III.(Supervisory).
March.8689.- .Present.....Sacramento?CA.(Remote)

- Codes and Standards Compliance Assistance Unit Supervisor supporting Authorities Having Jurisdiction in Energy Code compliance
- Prepare grants, contracts, outreach plans and materials for stakeholder engagement
- Develop workforce programs for Energy Code compliance
- Develop annual workplans, employee performance reviews, ensure staffing capacity and facilitate opportunities for professional growth
- Review and analyze legislative bills and respond to Executive Orders
- Oversee the Electric Vehicle Deployment Unit (EVIDU) light-duty (LD) incentive programs, including CALeVIP 1.0 ($200M), CALeVIP 2.0($250M+), and Communities in Charge ($250M+) Programs
- Supervise Commission Account Managers of the block grants, and development and management of agreements including REACH, CHILL2, BESTFIT, multiple membership agreements, and more. Including support in solicitations, agreement development, Commission business items, etc.
- Assist in responses to EV infrastructure requests from the legislature, researchers, and the general public
- Coordinate and collaborate with FTD MDHD team on development of policies and procedures associated with block grants and incentive strategies
- Participate in ZEV Alliance and coordination meetings with CPUC, CARB, Investor Owned Utilities, Publicly Owned Utilities, Community Based Organizations, and other leaders in EV infrastructure investment
- Support data team efforts on construction progress tracking, utilization, EV charger costs, and other efforts to understand the implementation of EV infrastructure
- Develop memorandums and white papers to inform Fuels and Transportation Division and CEC leadership on EV lifecycles, block grant key performance indicators, lessons learned, policy recommendations, and strategies for changes in deployment of incentive programs

North.Tahoe.Public.Utility.District?Director.of.the.Board
November.8686.- .Present.....Tahoe.Vista?CA

- Provide guidance and direction on cost-of-service studies to determine utility rates to meet system rehabilitation and replacement needs, as well as the District's sewer and water operational costs in compliance with California Proposition 218 (Cal. Const. Article XIIID, sec. 6)
- Developed and approved a comprehensive 5-year strategic plan that outlines the District's strategic goals and corresponding objectives, focused on providing safe, efficient, and sustainable water and wastewater services; high-quality community-driven recreation opportunities and event facilities; enhancing the District's partnerships; reinforcing good governance; and maintaining a strong organization with a skilled and empowered workforce
- Hiring, performance evaluations, and contracting of the District Manager and Chief Financial Officer
- Provide input and direction on policies, contracts, union negotiations, and budgets associated with sewer, water, telecommunications, and recreation

Tahoe.Transportation.District?Capital.Program.Manager.
September.867❸_.March.8689.....Stateline?NV

- Responsible for management of complex multi-jurisdictional transportation and technology projects in a highly regulated environment, including high-speed passenger ferry, Incline Village Mobility Hub, Transit Maintenance Facility Feasibility and Electrification Plan, US50 Community Revitalization Project, State Route 28 Corridor Plan and the Stateline to Stateline Bikeway, Fanny Bridge Community Revitalization Project and more
- Development of clean energy and multimodal transportation solutions, a bi-state regional broadband strategy and multiple smart cities projects including a regional demand based parking management program, cordon/congestion pricing infrastructure proposal, and early warning system interoperable network across local, state, and federal lands
- Development of governance structures, policy, revenue strategies and standard operating and interoperability procedures associated with transportation infrastructure and technologies
- Work with federal and state government affairs to create positive change in transportation issues
- Educate leaders in government on issues regarding policy and legislation

- Develop grants, procurement and budget documents, and negotiate and oversee contract management of cross-functional teams (environmental, engineering, marketing, legal, finance, etc.)
- Project partners include but not limited to USFS, DHS, NV and CA Divisions of FHWA, Caltrans, NDOT, CalOES, Nevada Homeland Security, local jurisdictions including City of South Lake Tahoe, El Dorado County, Placer County, Douglas County, Carson City, Washoe County, and Truckee

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AECOM.(Formerly.EDAW)?..Senior.Hydrologist–Project.Manager.
November.868❸- .September.867❸ South.Lake.Tahoe?CA.and.Reno?.NV

- Prepared and managed environmental compliance documents, fieldwork, and supporting technical and permitting documents, including CEQA, NEPA, and TRPA documentation; Clean Water Act National Pollutant Discharge Elimination System (NPDES), Section 401, and Section 404 permitting documents; and biological, cultural, scenic, recreation, water quality, and other technical reports
- Oversaw aspects of day-to-day operations and management of the Reno office including annual/long range strategies, resource allocation, supervision and personnel decisions, and support regional management staff (Northern California and Nevada)
- Managed and supervised technical teams and subcontractors on river restoration, water quality, recreation, transportation, and utility projects including project scheduling, financial tracking and invoicing, quality assurance /quality control
- Conducted business development throughout the western region of the U.S. across multiple market sectors including key account management activities; sales and relationship development for current and prospective customers; and preparation of proposals, cost estimates, scopes, and contract negotiations
- Advanced AECOM's New Ventures business initiative assisting in innovative solution development, demonstrations, and associated marketing, including Internet of Things (e.g., sensors, building information modeling), Intelligent Transportation Systems, application development, virtual/augmented reality, unmanned aerial systems, and other technology solutions
- Clients included but not limited to Tahoe Transportation District, Caltrans, California Tahoe Conservancy, Placer County, El Dorado County, Department of General Services, California State Parks, NV Energy

Integrated.Environmental.Restoration.Services?.Senior.Hydrologist.
January.866❸- .November.866❸.....Tahoe.City?.CA

- Developed water quality monitoring protocols, training, and oversight of 100+ staff members and contractors sampling for storm events greater than .25 inches required for large scale development projects at Northstar. Data was utilized to develop the State Water Resources Board NPDES permit system.
- Prepared and conducted QA/QC review a broad range of technical reports including biological, botany, and soils, revegetation, and stormwater
- Inspected and recommended best management practices (BMP), compliance tracking, mitigation design, construction oversight
- Conducted strategic and tactical planning for junior staff, including hiring and scheduling
- Tracked project and program financials and invoicing
- Coordinated with various permitting agencies on tree removal, restoration, revegetation, biological and cultural monitoring and mitigation

Huffman.and.Carpenter?..Hydrologist
October.866❷- .January.866❸.....Truckee?.CA

- Prepared technical sections of CEQA and NEPA documents
- Conducted business development and prepared proposals for private, State, and Federal clients
- Oversaw and reviewed technical documents prepared by staff
- Prepared multiple US Army Corps of Engineers workplans used to assess funding priorities for water quality and restoration projects in the Tahoe Basin
- Provided water quality monitoring and reporting support for multiple development projects in the Truckee area
- Oversaw contracts and work performed by subcontractors

TetraTech.(formerly.GeoTrans)?Project.Geologist.
May.8660.- .March.8662.....Rancho.Cordova?CA

- Coordinated dispatch of 100+ staff members from various consulting firms for Hurricane Katrina emergency response; working long hours and under intense field conditions, coordinated with FEMA and other emergency responders on daily sampling requirements throughout Southern Louisiana
- Conducted business development and prepare proposals for private, state, and federal clients
- Developed health and safety plans
- Developed and implemented soil and groundwater sampling strategies
- Performed modeling exercises to demonstrate residual benzene and hydrocarbon concentrations in groundwater from a leaky tank within Lake Tahoe
- Prepared permit applications
- Managed subcontractors
- Prepared technical reports related to soil, groundwater, surface water, and soil vapor

Environmental.Biogeochemistry.Lab?Univ.of.Montana?Laboratory.Technician
May.8667.- January.8660.....Missoula?MT

- Prepared grant applications and managed grants for projects in Montana and California
- Developed procedures for field sampling and chemical and physical analysis of environmental samples including major, minor and trace elemental chemistry and implemented QA/QC sampling and analysis plans
- Equipment use included scales, a portable spectrometers and test kits, pH, DO, EC meters and titrators, ball mill with zirconia vials, centrifuges, drying ovens, muffle furnace, etc.
- Analyzed data and prepared technical reports for the National Park Service and the State of Montana

Yellowstone.National.Park–University.of.Montana?Research.Assistant
June.8667.- .December.8667.....MT.™ .WY

- Conducted diurnal sampling of hot springs within Yellowstone National Park for correlation and comparison with Martian evolutionary geology, including coordination with NASA evolutionary microbiology staff and the USGS
- Utilized a variety of equipment for accessing and sampling groundwater and stream water, including electrical tapes, water quality sondes, and pumps
- Completed backcountry mapping of hot springs
- Digitized and catalog historical maps and data for hot springs with the US Forest Service and National Park Service
- Installed piezometers and evaluated surface water/groundwater interactions

Boards, Committees, Affiliations

January 2018 - Present	California Council of Government – California Academy for Regional Leadership Alumni
December 2020 - Present	North Tahoe Public Utility District Board of Directors
June 2024 - Present	Eastern Placer Future Interim Executive Committee
November 2024 - Present	TAHOE SPARK - The Alliance for Housing Opportunity in Energy Supporting Permanent Affordable Residential Kilowatts - President/CEO
June 2019 - Present	North Tahoe Business Association Economic Vitality Committee
November 2024 - Present	Truckee North Tahoe Transportation Management Association
July 2023 – Present	Sierra Business Council- Climate Transformation Alliance
April 2019 – December 2022	Global Cities Team Challenge Agriculture and Rural SuperCluster and on the Steering Committee for Smart Regions Collaborative
October 2016-January 2020	Sugar Pine Foundation Board of Directors
September 2016 – September 2017	Tahoe Basin Tree Mortality Task Force
December 2016 - June 2017	Tahoe Resource Conservation District Board of Directors
June 2016–December 2019	Fire Adapted Communities Liaison
June 2011–March 2016	El Dorado CASA–Court Appointed Special Advocate for Children
January 2008 – September 2017	Upper Truckee River Watershed Advisory Group
June 2004 - June 2017	California Society for Ecological Restoration
November 2010- June 2018	California Stormwater Association

July 2010-Present	International Association of Hydrologic Sciences
November 2002 – 2019	American Geophysical Union

Presentations and Technical Papers

Hughes, D.2022, Extreme Infrastructure: Building Climate Resilient and Compatible Transportation. California Foundation on the Environment and the Economy Transportation California Legislative Work Session, Incline Village, NV and Webinar

Hughes, D. 2020, Smart Mobility Choices Panel. Presented at NIST Smart Regions, Innovation, Recovery, and Resilience Workshop. Webinar

Hughes, D., 2020, One Tahoe – A Smart Region, West Coast. Presented at the NIST Smart Regions, Innovation, Recovery, and Resilience Workshop. Webinar

Hughes, D. 2019, Lake Tahoe Basin End Warning System and Bi-state NextGen 911 Dispatch and Traffic Management Center. Presented at NTIA's Building Smart Cities and Communities at the Regional Level. Webinar

Hughes, D. Schwartz, M. 2019, Fire Preparedness – Transportation and Emergency Services Collaboration. Presented at the Nevada Transportation Conference. Reno, NV.

Hughes, D. 2019, Lake Tahoe Basin End Warning System and Bi-state NextGen 911 Dispatch and Traffic Management Center. Presented at the Global Cities Team Challenge Smart and Secure Cities and Communities Challenge Expo, Presented at Washington D.C.

Hughes, D. 2019, Smart Mobility Connected Vehicle Data, the Stepping Stone for AVs Panel. Smart Cities Connect Spring Conference & Expo, Denver CO.

Albright, C., Hughes, D., Glickert, M. 2018, Mining Cell Phones to Improve Multimobility, Presented at 2018 National Planning Conference. New Orleans, LA.

Hughes, D. 2017. Connect Tahoe, Applications and Sensors for Land Management. Presented at Tahoe Talks. South Lake Tahoe, CA.

Hughes, D. 2015. Technology Based Solutions for Land Management. Prepared for multiple agencies in the Tahoe Basin. Stateline, NV.

Hunter, J., J. Burt, D. Hughes, and K. Chapman. 2012. Revegetation Guidance for Upland Sites in the Lake Tahoe Basin. Presented at Tahoe Science Conference, Incline Village, NV.

Chapman, K., and D. Hughes. 2011. Implementing the Blackwood Creek Stream Habitat Restoration Project, Lake Tahoe Basin, Placer County, California. Presented at the Truckee River Symposium, Reno, NV.

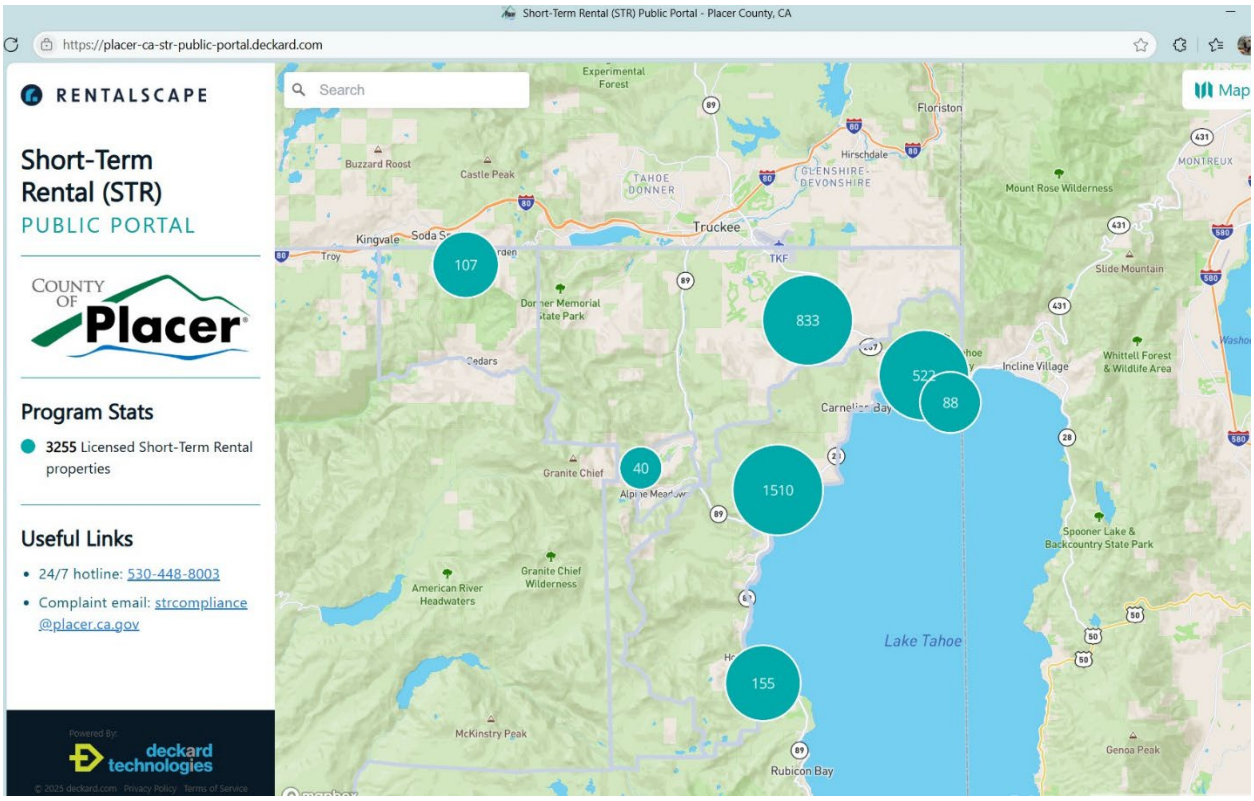
Hughes, D. 2004. Trace Metals in Sediments of a Mine Impacted River Basin: Clear Creek, California. Presented at the California Society for Ecological Restoration 2004 Tahoe Conference. Kings Beach, CA.

Moore, J. N., and D. Hughes. 2003. Trace Metals in Sediments of a Mine Impacted River Basin: Clear Creek, California Project. Prepared for National Park Service, Final Technical Report and Investigator Annual Report Number 26197

Hughes, D. 2002. Comparison of Major and Trace Elements Before and After Remediation, Silver Bow Creek, Montana. Geological Society of America Rocky Mountain Section 55th Annual Meeting, Durango, CO, #13-12

Exhibit 2

Placer County Vacation Rentals


Short-Term Rental (STR) Public Portal - Placer County, CA
https://placer-ca-str-public-portal.deckard.com
RENTALSCAPE
Short-Term Rental (STR)
PUBLIC PORTAL
COUNTY OF Placer
Program Stats
3255 Licensed Short-Term Rental properties
Useful Links
24/7 hotline: 530-448-8003
Complaint email: strcompliance@placer.ca.gov
Powered By: deckard technologies
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Search
Map
Experimental Forest
Floriston
Buzzard Roost
Castle Peak
TAHOE DONNER
Hirschdale
GLENSHIRE-DEVONSHIRE
MONTREUX
Mount Rose Wilderness
Truckee
Kingvale
Troy
TKF
Slide Mountain
Dorner Memorial State Park
Cedars
Incline Village
Whittell Forest & Wildlife Area
Granite Chief
Alpine Meadows
Spooner Lake & Backcountry State Park
American River Headwaters
Granite Chief Wilderness
Lake Tahoe
McKinstry Peak
Rubicon Bay
Genoa Peak
107
833
522
88
40
1510
155

Exhibit 3

CARB Fee

5/10/79

The Sacramento Bee

Tahoe Entry Fee Urged

By CHERYL CLARK
Bee Staff Writer

By 1982 motorists will start paying between $3 and $20 to drive into the Lake Tahoe Basin, drive-through banks will be a thing of the past and would-be hotel and restaurant owners in Tahoe will have to clean up pollution before constructing new buildings, according to sweeping regulations issued Wednesday by the state.

The state Air Resources Board adopted these and other requirements that Tahoe officials must begin implementing as soon as the plans are approved by the U.S. Environmental Protection Agency, which authorized the air board to draw up the regulations.

"The days of unlimited destruction of the Tahoe Basin have come to an end," said Tom Quinn, Air Resources Board chairman. He called clean air proposals by local officials vague and pie in the sky approaches to solving Tahoe's air problems.

Referring to parking lot construction in the Tahoe Basin, Quinn told Tom Jacob, spokesman for the Tahoe Regional Planning Agency, that Tahoe officials are "pouring concrete on one hand while giving us a dream of cotton candy on the other."

Quinn chastized local officials for preferring "economic health of the casinos" over air quality.

While many of the new plans had local official approval, many did not. Many, such as a rule requiring new businesses to clean up more pollution than would be caused by traffic they would generate, were taken from air board staff recommendations. The driver fee plan came from a 4-year-old proposal that lacked funding.

An air board official said that Wednesday's action will require local officials to start moving immediately on implementation, barring rejection of the plans by the courts or the Environmental Protection Agency.

Instead of driving cars into the basin, the air board's plan provides for peripheral parking lots outside the basin, on Interstate 80 and Highway 50. Motorists would park their cars at the lots and board shuttle buses to the lake.

To drive into the basin, however, motorists would pay a fee that would be about $3 a day, $5 a weekend, $10 a week and $20 for a year's permit, according to air board executive officer Tom Austin.

The fee would pay for more shuttle buses, Austin said.

The board's regulations will go into effect in 1982 and will mean home delivery of mail rather than a trip to the post office for residents, faster traffic, more buses and a better overall mass transportation system, according to the air board. The regulations are designed to reduce auto travel and thus reduce pollution and auto engine idling in lines and at stoplights.

Several new schemes are designed specifically to speed traffic. They would funds for signals, turn lanes, to broadcast driver advisories, additional snowplows, and restrictions on when road maintenance can be done.

Other proposals include reversible lanes for buses filled with tourists. The lanes would head to Tahoe in the morning and away from the lake at night.

One significant plan requires builders of new businesses that would attract additional traffic to abate pollution. He could do that, Austin said, by "helping to pay for the conversion of a drive-through restaurant to a regular restaurant."

Jacob said Tahoe officials vehemently oppose many of the board's actions as being unfair, and that the board is "depriving local residents of their rights" by limiting development.

Quinn also told Jacob, who asked the air board to give them more time to come up with an acceptable plan, that Tahoe officials "are inviting serious litigation in asking for a time extension — litigation that could bring all the gaming operations to a halt overnight in Lake Tahoe" because of federal clean air requirements.

"You are trying to shove the Clean Air Act . . . by essentially telling Congress 'we don't give a damn what you've required, we're not gong to comply with the act.' " Quinn told Jacobs.

Lake Tahoe has a serious pollution problem caused predominantly by automobiles. Frequently state and national standards for carbon monoxide and ozone are violated.

However, Quinn said, while the new plan only controls growth on the California side of the Tahoe Basin, he hopes the air board action "will have a significant impact on what will happen in Nevada."