ANNUAL WORK PLAN

Tahoe Regional Planning Agency   FY 2022-2023

Acknowledgements

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Cindy Gustafson, Chair	Cindy Gustafson, Chair
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John Friedrich	John Friedrich
Bud Hicks	Bud Hicks
Alexis Hill	Alexis Hill
Vince Hoenigman	Vince Hoenigman
Jim Lawrence	Jim Lawrence
Sue Novasel	Sue Novasel
Wesley Rice	Wesley Rice
William Yeates	Erick Walker
	William Yeates

Tahoe Regional Planning Agency Executive Management

John B. Hester, Interim Executive Director and Chief Operating Officer
John L. Marshall, General Counsel
Julie Regan, Chief, External Affairs and Deputy Executive Director
Chris Keillor, Director, Finance and Administration
Angela Atchley, Director, Human Resources and Organizational Development
Marja Ambler, Senior Executive Assistant and Clerk to the Governing Board

Tahoe Regional Planning Agency Department Managers

Ken Kasman, Research and Analysis Department Manager
Nick Haven, Long Range and Transportation Planning Department Manager
Wendy Jepson, Permitting and Compliance Department Manager
Kimberly Chevalier, Environmental Improvement Department Manager

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Annual Work Plan Overview

Many different factors have and do influence TRPA's Compact-mandated roles in setting threshold standards, preparing and implementing the Regional Plan and ordinances, and implementing projects. These include factors that can be addressed directly within the Basin (e.g., the amount and type of development) and others that must be recognized and can only be addressed on a limited basis (e.g., the size of the population outside the Basin and their desire for recreation).

In the past one of the most significant factors affecting the Basin has always been considered stable – the climate. Now that it is clear it is changing, it is necessary to address it both directly by actions that can be taken within the Basin and to recognize the impacts it will have in the Basin that can only be addressed by actions taken beyond the Basin.

This Annual Work Plan Overview summarizes the focus on climate change, the Bi-State Compact mandates, the Federal and State transportation planning mandates, and the role of the Annual Work Plan. The following sections describe each strategic initiative, TRPA's organizational structure, operations departments and programs, the external affairs department and program, and the finance and administration, human resources and organizational development, and legal support functions.

Building Climate Resilience

There is an increasingly urgent need to accelerate climate resilience for the Tahoe Region. The Caldor Fire highlighted the impacts of climate that are impacting the environment and communities of Tahoe today. The 2021 report from the Intergovernmental Panel on Climate Change highlights the growing challenge the globe is facing. The report shows that 1.5 degrees Celsius warming is possible within the next two decades. Going past this point is anticipated to bring irreversible climate impacts to the planet.
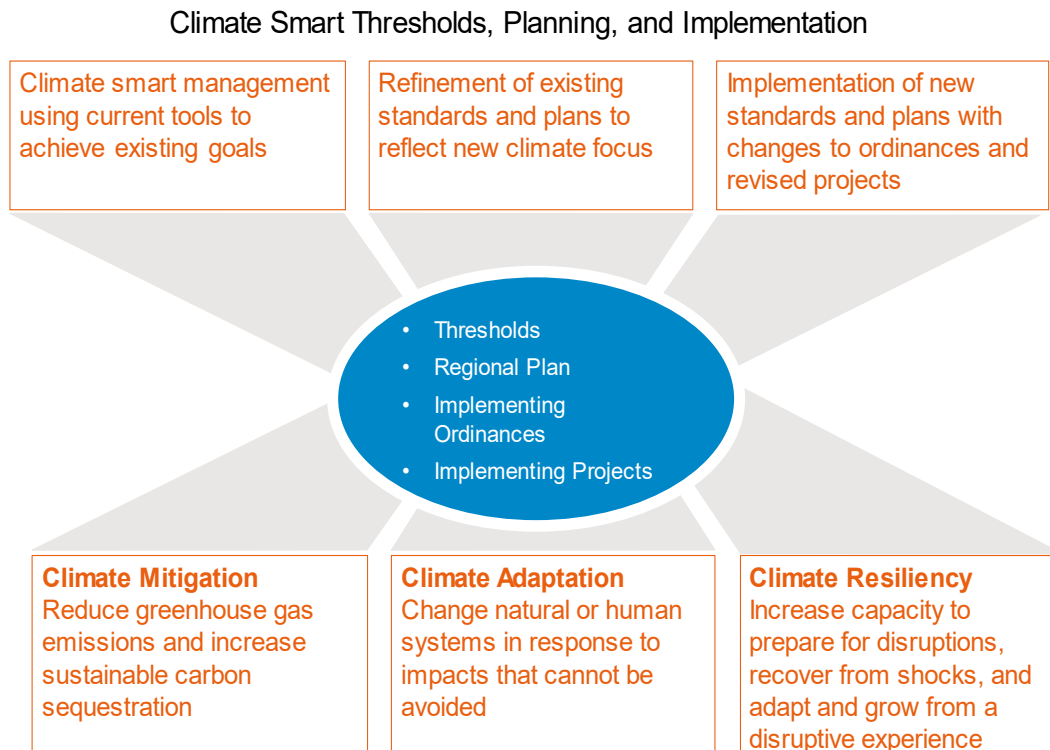
Building on the success of the 2014 Sustainability Action Plan, the latest climate science, and epic collaboration, the Environmental Improvement Program partners adopted the Lake Tahoe Climate Resilience Action Strategy in March 2021. The action strategy outlines $398 million in climate resilience projects over the next 10 years to address the known impacts of climate that Tahoe is already facing and will continue to increase in the future.

This work plan touches all components of the Compact and examines each of them through the lens of climate change and improving resiliency in the Region:

- Thresholds – A comprehensive review of all threshold categories and standards and updates as necessary to address climate change (e.g., greenhouse gas reduction, sequestration, carbon balance, etc.).
- Regional Plan – An analysis of, and amendments to, relevant Regional Plan element goals, policies, text, and maps (e.g., policies on placing utility lines underground, identification of joint use corridors for trails and fire breaks or underground utilities and fire breaks, plans for facilities that are effective in both droughts and floods, etc.).
- Implementing Ordinances – Identification and changes to appropriate rules and regulations (e.g., changes to vegetation management on steep slopes, use of biomass facilities for electricity

generation, greater flexibility for installation of renewable energy facilities like vehicle charging stations, residential solar panels, and battery storage, etc.).

- Implementing Projects – Evaluation of, and any needed revisions to, the Environmental Improvement Program project priorities, categories, and projects to incorporate and prioritize multi-objective climate change projects (e.g., multi-purpose trail/underground utility/fire break corridors).

Climate Smart Thresholds, Planning, and Implementation

Climate smart management using current tools to achieve existing goals	Refinement of existing standards and plans to reflect new climate focus	Implementation of new standards and plans with changes to ordinances and revised projects

- Thresholds
- Regional Plan
- Implementing Ordinances
- Implementing Projects

Climate Mitigation Reduce greenhouse gas emissions and increase sustainable carbon sequestration	**Climate Adaptation** Change natural or human systems in response to impacts that cannot be avoided	**Climate Resiliency** Increase capacity to prepare for disruptions, recover from shocks, and adapt and grow from a disruptive experience

Focus on Building Climate Resilience: Throughout this document examples of strategic initiative and department tasks that reflect "Building Climate Resilience" will be highlighted using callout boxes like this one.

Bi-State Compact Mandates

The Bi-State Compact that established TRPA requires the Governing Board to (1) adopt Threshold Standards and (2) a Regional Plan and Code to achieve and maintain the Threshold Standards it has adopted. The transportation planning mandate in the Compact is also addressed through the federal and state transportation planning mandates discussed below.

The Bi-State Compact also mandates implementation of the Regional Plan through adoption and administration of ordinances, rules, and regulations, as well as the inclusion of projects, proposals, and time schedules for implementation. Thus, like many Federal, state, and local government plans, the Lake Tahoe Regional Plan is implemented through both (3) regulatory actions such as development and redevelopment permitting and compliance and through (4) projects and programs that are funded predominantly by the public through various implementation partners with significant private sector participation (i.e., the Environmental Improvement Program).

3 Implement Regional Plan through permitting and compliance

4 Implement Regional Plan through projects and programs

1 Achieve and maintain Threshold Standards

2 Prepare and maintain Regional Plan and Code to achieve and maintain Threshold Standards

Federal and State Transportation Planning Mandates

Federal law established the Tahoe Regional Planning Agency Governing Board, with the addition of a representative from the US Forest Service, as the Metropolitan Planning Organization (MPO) Governing Board for the Lake Tahoe Region, thus making it responsible for the regional transportation plan, transportation improvement program, and federal transportation grants administration. In recognition of the significant visitor population in the Lake Tahoe Region it also designated the Tahoe MPO as a large MPO. This designation has increased both the level of federal funding and MPO responsibilities.

California law requires all MPOs to prepare a sustainable community strategy (SCS) along with the regional transportation plan (i.e., the RTP/SCS). California law also designates MPOs as the Regional Transportation Planning Agency (RTPA) for their respective areas of jurisdiction in California, increasing funding to the region (e.g., funding for transit agencies like TTD and Placer County to implement the RTP/SCS and associated transit plans). TRPA effectively addresses the dual Compact and Federal/State transportation planning mandates through preparation and update of the RTP/SCS. TRPA's unique land use planning and permitting authority also allows it to holistically address the relationship between land use (the source of the demand for transportation) and transportation (the system to meet the demand).

Role of the Annual Work Plan

This Annual Work Plan, highlighted by a different color in the following graphic, includes a description of the strategic initiatives in the next section of this document. It also provides a view of the same information through the lens of the core activities which are assigned to the Operations and External Affairs departments, programs, and their staff members as described in later sections of this document. The Annual Work Plan is, in part, implemented through the Annual Budget which allocates financial resources to carry out the annual program of tasks and activities. It is also implemented through the Finance and Administration, Human Resources and Organizational Development, and Legal support functions in the agency which are included in final sections of this document.

Strategic Objectives (Pillars)

- Accelerate Threshold Attainment (ATA)
- Be a Leader in Sustainability (BLS)
- Use Best Science (UBS)
- Operate as a High Performance Team (OHT)

Strategic Initiatives

- Climate Change and Sustainability
- Transportation and Destination Stewardship
- Housing and Commmunity Revitalization
- EIP Implementation
- Thresholds and Monitoring Update
- Innovation Initiative

Annual Work Plan

- Strategic Initiatives
- Core Activities

Annual Budget

AGENDA ITEM NO. IX.D

TRPA Strategic Initiatives

Building Resiliency: Climate Change and Sustainability Strategic Initiative

Strategic Initiative Description

TRPA and its partners in the bi-state Lake Tahoe Region have long been recognized as leaders in sustainability. As the cornerstone of the Annual Work Plan, the climate change and sustainability program implements strategic projects and integrates climate across agency wide programs and divisions.

The 2014 Sustainability Action Plan set a greenhouse gas (GHG) emission reduction target of 15 percent below 2005 levels by 2020, 49 percent by 2035, and net-zero by 2045. The Tahoe Region surpassed the initial target of a 15 percent GHG emission reduction by 2020, two years early in 2018. However, emissions increased slightly between 2015 to 2018, additional reduction actions are needed to meet the region's 2045 net-zero carbon emissions target. This target aligns with GHG reduction goals for California and Nevada.

Reducing climate emissions is one part of the formula for reaching climate resiliency. Climate adaptation is needed to create a built and natural environment that can respond to climate change impacts that cannot be avoided, like wildfires and flooding. The Lake Tahoe Climate Resilience Action Strategy is the region's strategy to build climate resilience across five focus areas: Build Sustainable Recreation and Transportation Systems, Reduce Wildfire Risk and Build Forest Resilience, Increase Watershed Resilience and Biodiversity, Upgrade Infrastructure and Protect Vulnerable Communities, and Advance Science, Stewardship, and Accountability.

This initiative consists of internal and external activities to advance TRPA's internal sustainability practices and advance the region's climate resiliency through collaborative planning and project implementation. The strategic initiative is building on the foundation of previous work, the resilience action strategy, and legislation at state and federal levels to:

- Support implementation of the Lake Tahoe Climate Resilience Action Strategy. Working with EIP partners, support funding requests, planning needs, and implementation activities to build resilience on the landscape and within local communities. A full list of EIP climate resilience projects can be found here.
- Update the TRPA Code of Ordinances to be climate smart. The TRPA code and development standards can incentivize more sustainable development in line with the Regional Plan goals and policies. Code updates will target priority changes based on data from the greenhouse gas inventory, climate vulnerability assessment, potential positive impacts, and stakeholder engagement.
- Refresh the Sustainability Dashboard and convert it into a Climate Resilience Dashboard. Within Lake Tahoe Information, identify new metrics to better track progress toward climate goals,

connect various EIP program outcomes, and threshold standards to better tell the story of climate resilience at Tahoe.

- Climate touches every aspect of TRPA initiatives and ongoing programs. The agency will continue to integrate climate considerations across departments to ensure consistency and achievement of climate goals.
- Increase public awareness of climate impacts at Tahoe to inspire action by all community members. Annual TRPA surveys indicate that the awareness of climate impacts on Tahoe is growing but many residents and visitors are still generally unaware. Engaging partner agencies, businesses, non-profits, and the public is critical to reaching climate goals.

FY 2022-2023 Strategic Initiative Activities

During the next fiscal year, the tasks listed below are anticipated to be completed.

Deliverable (Division)	Recommendation and/or Collaboration Body(ies)	Target Date	Approval Body	Target Date
Resilience Strategy Implementation	GB	Ongoing	N.A.	N.A.
Climate Code Update Package	RPIC, GB	1.30.23	GB	1.30.23
Resilience Dashboard	APC, GB	6.30.23	N.A.	N.A.
Outreach and Engagement		Ongoing	N.A.	N.A.

Keeping Tahoe Moving: Transportation and Destination Stewardship Strategic Initiative

Strategic Initiative Description

Transportation and destination stewardship are pillars of a resilient Lake Tahoe. This initiative implements the Regional Transportation Plan by enhancing efficient movement of people and goods, managing the Region's recreation offerings, and fostering better, collective user management strategies (i.e., behavioral changes) to contribute to climate goals, creating a sustainable and resilient region, and encouraging all to take care of Tahoe. This strategic initiative includes the following activities:

- The **Sustainable Transportation Funding** initiative builds on the momentum of the recent Bi-State Consultation on Transportation and focuses on securing new transportation funding across multiple sectors utilizing the "7-7-7" shared funding strategy. This will involve increasing the success of new funding requests and programs through aligned priorities and active support across the Federal, State, and Local/private sectors.
- **The Transportation Equity Study** is evaluating TRPA's connection with underserved communities and providing recommendations to enhance public engagement, identify needs and concerns at the regional and neighborhood levels, evaluate impacts of transportation planning activities (i.e., decision-making, funding, project selection, public engagement, advancing or mitigating inequity, and measurement and tracking of outcomes). Additionally, the equity study will use existing data from TRPA's 2020 RTP and input from vulnerable communities to develop an equity index and resiliency index. Each index will evaluate existing and proposed transportation infrastructure,

projects, and programs relative to burdens and benefits to residents, workers, and visitors, and for climate implications. The indices will help to sort the improvement priorities into immediate, near-term, and long-term needs.

- **Destination Stewardship Partnership and Planning** will address the significant and growing impact of recreational users throughout the greater Lake Tahoe region. Initiated by the Environmental Improvement Program Sustainable Recreation Working Group, this partnership identifies and implements near-term visitor and destination management solutions and has launched a destination stewardship planning process to establish a roadmap of innovative and effective long term strategies. This process will deliver a shared regional approach that will balance the needs of the environment, businesses, visitors, and local communities. Deliverables of the destination stewardship planning process include a one-year action plan, long-term vision and shared values, key performance indicators, and a feasibility and finance roadmap.

The Tahoe Regional Planning Agency was a founding signatory to the Future of Tourism Coalition. The international Coalition recognizes the challenges that climate and COVID-19 have placed on tourism destinations and is working globally to create a more sustainable future.

- **The Tahoe Regional Trails Plan** developed by a coalition of Tahoe-Truckee partners, will provide the blueprint for a connected and accessible trail network that spans land managed by numerous agencies and links Tahoe's backcountry, front country, and urban trail systems.
- **Corridor plans** will complement the next RTP/SCS update and destination stewardship planning. Active corridor plans include the US 50 East Corridor Management Plan and implementation of the SR89-Emerald Bay Corridor Trail Feasibility Study. The Trail Feasibility Study is evaluating alignments to close a major gap in the Tahoe Trail. Staff will continue to support planning and securing project funding for the SR 28 Corridor Plan on Tahoe's east shore.
- **Accelerating RTP Implementation**, such as coordination of project implementation across multiple jurisdictions, supporting of project funding for existing and new federal and state grant programs, and providing feedback on MPO financial programming, will be accomplished through an ongoing collaborative process involving implementing partners (i.e., state departments of transportation, regional agencies, and county and city public works departments, etc.). Additional activities include the Commute Tahoe pilot that will provide resources and direct assistance to employers to help encourage their employees to bike, walk and carpool to work. Data on employee travel patterns will also be collected and utilized in future transit service planning, VMT, and travel demand analysis.

> *Focus on Building Climate Resilience: Electric vehicles are a key strategy in the Regional Transportation Plan to reduce greenhouse gas emissions. The 2018 award-winning Tahoe-Truckee PEV Readiness Plan created an action plan for accelerating adoption of electric vehicles in the Region. Since its adoption, the region has seen an increase in charging stations of nearly 50% from 35 to 57, with a total of 157 stations. The first electric school busses are currently operating with four additional electric transit busses scheduled for delivery. The Tahoe Transportation District is currently operating two new electric transit buses, with additional electric vehicles on order.*

Strategic Initiative Process

The initiative activities and respective processes for recommendation and approval are summarized in the table below. In addition, destination stewardship planning will eventually include updating recreation thresholds, and technical improvements will also be made to transportation monitoring and performance measures in an adaptive management framework to support the new VMT standard. These activities are both clearly related to this strategic initiative but are included in the separate *Measuring What Matters*: Thresholds and Monitoring Update strategic initiative.

Strategic Initiative Activity	Transportation Performance Technical Advisory Committee (TPTAC)	Tahoe Transportation Implementation Committee (TTIC)	Environmental Improvement, Transportation and Public Outreach (EITPO) Committee	Tahoe Transportation Commission (TTC)	TRPA/TMPO Governing Board (GB)
Recommendation and Approval Process					
Sustainable Transportation Funding		●	●	●	●
Transportation Equity		●	●	○	●
Destination Stewardship Partnership					●
Lake Tahoe Regional Trails Plan *(informational)*		●	●		○
Sr89 Trail Feasibility Study *(informational)*			●		○
Corridor plans – US50 East		●	●	○	●
Technical Recommendations (Monitoring Framework)	●		●		●

o   Optional

FY 2022-2023 Strategic Initiative Activities:

Task (Division)	Recommendation Body(ies)*	Target Date	Approval Body	Target Date
Sustainable Transportation Funding-Implementation (TP)	TTC EITPO	9.7.22 11.17.22	GB	12.14.22 6.28.23
US 50 Corridor Management Plan (TP)*	EIPTPO TTC	8.24.22 12.7.22	GB	3.23.22

Monitoring Framework (TP w/ R&A)	EITPO	12.14.22	GB	12.14.22
Transportation Equity Draft Study (TP) Phase I & II	EITPO	8.24.22	GB	6.23.23
SR89 Trail Feasibility Study (TP)*	EITPO	10.26.22		
Draft Trails Plan (LR&TP)*	EITPO	12.14.22		

*Informational

Tahoe Living: Housing and Community Revitalization Strategic Initiative

Strategic Initiative Description

This initiative implements housing and community revitalization goals of the Regional Plan. Specifically, it will develop region-wide strategies that most effectively deliver the affordable and workforce housing and walkable, compact development identified in the Regional Plan, Regional Transportation Plan/Sustainable Communities Strategy, and local housing needs assessments. Further, additional community revitalization strategies identified through other initiatives or in the day-to-day administration of the Regional Plan will be addressed as part of the initiative (e.g., Town Center redevelopment, outdoor dining). Working closely with the Tahoe Living Housing and Community Revitalization Working Group (TLWG), TRPA will focus on the following activities in Fiscal Year 2022-2023:

- Analyze and update **Development Standards** such as density, height, and coverage to encourage multi-unit, compact residential development in the vicinity of town centers and walkable neighborhoods. Identify specific standards for residential development, including mixed-use development, in town centers and nearby neighborhoods that reduce the overall development footprint and runoff potential and support reduced driving and greenhouse gas emissions. Complete necessary environmental analysis for the proposal.

- Continue to refine **Development Rights** incentive programs such as those created through the 2018 Development Rights Strategic Initiative and the 1987 Multi-Residential Incentive Program to ensure that the incentives surrounding the use of remaining, limited pools of development rights align with achieving regional workforce housing goals. Analyze the impact of the "one size fits all" residential unit of use requirement regardless of home size. Implement updates to the existing incentive programs where needed to ensure sufficient development potential for the region's affordable and workforce housing needs.

- **Support local jurisdictions** as they seek to address acute housing shortages in the near-term. Last fiscal year, TRPA worked with local jurisdictions and community members to identify opportunities for innovative housing solutions, such as moveable tiny homes, within TRPA's existing regulations. Currently Placer County is exploring other temporary housing solutions, such as safe overnight

parking ordinances that may support seasonal workers. TRPA will continue to work with local jurisdictions to help them understand existing TRPA requirements and may propose minor updates to the code when supportive of overall Regional Plan goals.

- **Preserve existing housing** by updating the TRPA's standard deed-restriction language and increasing communication, outreach, and compliance with existing deed-restriction holders, many of which are in Incline Village, Nevada. As older, deed-restricted homes are coming up for sale, TRPA is increasing our understanding of best practices for managing deed-restricted units and will seek to update the program, accordingly, looking for partnerships with other entities experienced in managing deed-restricted units, such as the community land trust and local jurisdictions. TRPA will advance a code amendment incorporating input on the "achievable" definition at the earliest opportunity. This amendment may be included in the Sustainability Amendments or the Permitting Process Improvement Project.

- **Establish data** that can be used to measure progress toward regional housing goals and help the TLWG in its decision-making process related to policy recommendations. Updates to housing data will be included in the Climate Resilience Dashboard on www.laketahoeinfo.org.

> *Focus on Building Climate Resilience: There are many opportunities to reduce climate impacts through residential development. Providing sufficient housing allows workers to live close to their jobs and destinations, allowing them to walk, ride bikes, or take transit, reducing vehicle miles traveled and greenhouse gas emissions. New policies to encourage compact development help reduce dependency on cars, leading to positive feedback loops that reduce emissions and runoff. In addition, the Tahoe Living Strategic Initiative is considering new building standards that would encourage more energy efficient roof pitches, complementing other green building practices that are gaining popularity such as solar and efficient electric heating systems.*

- **Develop updated recommendations** for TRPA Governing Board approval. Recommendations may include TRPA policy changes and/or recommendations for further partnering on collaborative strategies. The table below shows the updated TLWG priority actions, based on input received in October 2021 and March 2022.

Timeframe	Land Use Action	Policy Action
Near Term	ADUs (completed)	Density – Tourist Conversion to Residential (completed)
Medium Term	Town Centers	Density
	Town Center Vicinity	Height
	Mixed Use Residential	Coverage
	Small Homes	Scaling Development Rights
Long Term	Commercial Conversion to Residential	Permitting/Mitigation Fees and Programs
	Public Lands	

- **Advance** the following priority **community revitalization code amendment packages**: (1) Town Center redevelopment and streetscape improvements; and (2) permanent outdoor dining standards.

Strategic Initiative Process

The initiative activities and respective processes for recommendation and approval are summarized in the table below. Any new performance metrics that may be identified will be integrated into the separate *Measuring What Matters*: Thresholds and Monitoring Update strategic initiative.

Strategic Initiative Activity	Recommendation and Approval Process					
	Tahoe Living Working Group (TLWG)	TRPA Advisory Planning Committee (APC)	Local Government and Housing Committee (LGHC)	Regional Plan Implementation Committee (RPIC)	TRPA Governing Board (GB)	
Development Standards Updates – Conceptual Proposal					Consultation	
Development Standards Environmental Analysis	Consultation			Consultation		
Development Rights/Scaling Development Rights					Informational	
Regional Plan Code, Goals/Policies, and Rules of Procedure Recommendations	Consultation	Recommendation	Recommendation	Recommendation	Approval	
Development Rights/Scaling Development Rights Conceptual Proposal if time allows	Consultation	TBD	TBD	TBD	TBD	
Area Plan Development and Amendments		Recommendation		Recommendation	Approval	

FY 2022/2023 Strategic Initiative Activities

During the next fiscal year, the tasks listed below are anticipated to be completed. They are also referenced in the responsible department performance measures tables. The target dates are tentative, subject to additional timing recommendations by the Working Group.

Task (Division)	Consultation/Recommendation Body(ies)	Target Date	Approval/Recommendation Body	Target Date
Development Standards and Development Rights Incentives Interim Report	Tahoe Living Working Group (TLWG)	October 2022		
Development Standards Environmental Analysis and Code Recommendations - Consultation	TLWG Regional Plan Implementation Committee	April 2023 May 2023		
Development Standards Code			LGHC	Beginning July 2023

			APC	
Recommendations – Approval Hearings			RPIC	
			GB	
Development Rights Incentives Background Information	Governing Board	July 2022		
Area Plan development and amendments		On-going	GB	
Outdoor dining ordinances			GB (APC and RPIC recommended approval)	May 2023

Restoration Blueprint: Environmental Improvement Program Implementation Strategic Initiative

Strategic Initiative Description

The Environmental Improvement Program has a proven track record over 25 years. This bi-state, cross-boundary restoration partnership has implemented more than 700 projects to improve the environmental and economic health of the Tahoe Basin. To continue the program's success and to keep pace with new threats, partners must increase the pace and scale of implementation of the EIP. This initiative provides a multi-pronged approach to accelerate program implementation to build resilience to climate change and achieve environmental thresholds.

This strategic initiative includes the following activities:

- **Cutting the Green Tape:** EIP projects often require multiple permits from a variety of agencies that can take months to years to complete. EI Department staff are collaborating with partner agencies to identify permitting efficiencies, improve interagency coordination, and propose process or regulatory changes for permitting environmentally beneficial projects. These proposed changes will allow ecological restoration to occur more quickly, simply, and cost-effectively.

  TRPA is working with the Consensus Building Institute (CBI) to complete a Case Study on the Taylor Tallac Ecosystem Restoration Project. CBI will convene a multi-agency workshop and complete a report on opportunities for streamlining the permitting process for future EIP projects. The final report and recommendations will be presented to the Tahoe Interagency Executive Steering Committee for endorsement and direction on next steps.

- **Augment funding for EIP Implementation:** TRPA's strategic advocacy alongside basin partners has been integral in augmenting federal appropriations under the Lake Tahoe Restoration Act (LTRA) for the past several years. This year, TRPA staff will execute a funding agreement with the U.S. Forest Service Lake Tahoe Basin Management Unit to deliver LTRA funds to non-federal partners. Executing this agreement will allow a greater capacity and timeframe to deliver funds to the highest priority projects.

- **Engage in the California and National Landscape Stewardship Networks:** Participate in networks of similar landscape-scale stewardship collaboratives to increase shared learning and problem-solving with other practitioners. Engagement in these networks also builds capacity and awareness for cross-boundary conservation work that helps advance state and national initiatives.

> *Focus on Building Climate Resilience: Accelerating the pace and scale of EIP implementation is critical to address the threats already effecting the Lake and to build resiliency to climate impacts.*
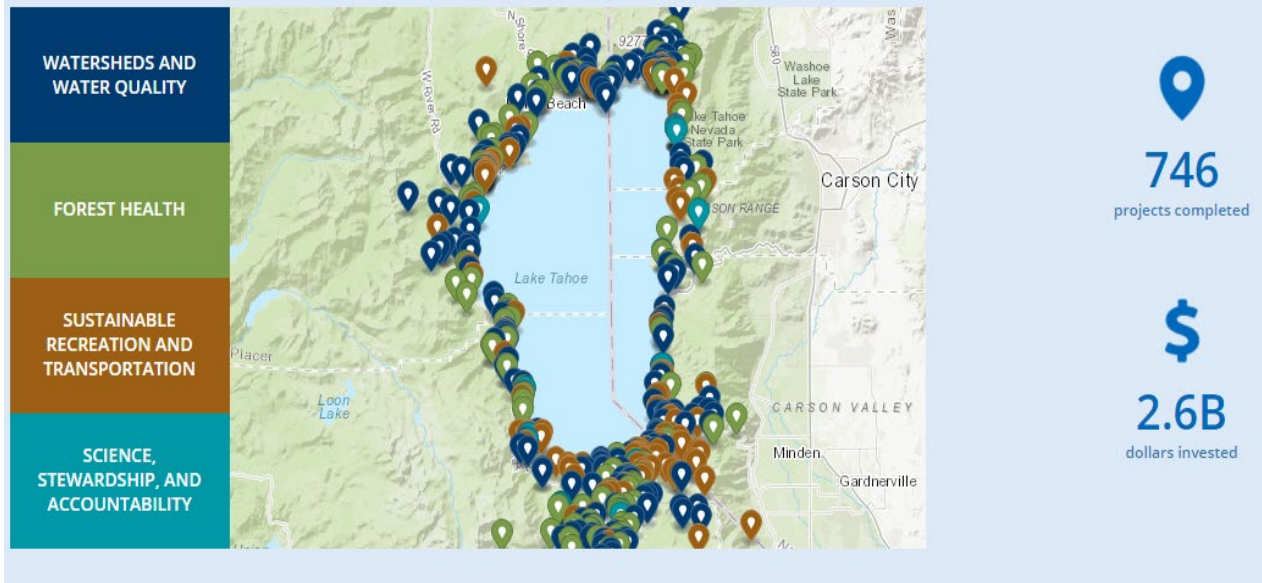
FY 2022-2023 Strategic Initiative Activities

During the next fiscal year, the tasks listed below are anticipated to be completed.

Deliverable	Recommendation and/or Collaboration Body(ies)	Target Date	Approval Body	Target Date
Complete the Cutting the Green Tape Case Study workshop and report.	TIE SC, EIP Coordinating Committee	10.30.22	N.A.	N.A.
Present Cutting the Green Tape Report to TRPA Governing Board and TIE SC for direction on next steps for implementation.	TIE SC, EIP Coordinating Committee, TRPA Governing Board	12.31.22	N.A	N.A.
Execute the LTRA Funding Agreement with the U.S. Forest Service. (Estimated $5 million)	TIE SC, EIP Coordinating Committee, EIP Working Groups	9.30.22	N.A.	N.A.
Attend one California Landscape Stewardship Network event or peer exchange.	TIE SC	6.30.22	N.A	N.A.

Measuring What Matters: Thresholds and Monitoring Update Strategic Initiative

Strategic Initiative Description

The initial threshold standards set the course for the Region forty years ago but were never intended to be immutable. The adopted standards reflected the time period. The Region had just emerged from a post-Olympics development boom, during which it was widely believed that development was causing environmental degradation and threatening Tahoe. The findings and declarations of the Compact summarize the sentiment of the time succinctly, "Increasing urbanization is threatening the ecological values of the region and threatening the public opportunities for use of the public lands." Over fifty years ago lawmakers wrote: *"The waters of Lake Tahoe and other resources of the region are threatened with deterioration or degeneration, which endangers the natural beauty and economic productivity of the region."* The sentiment is as true today as it was fifty years ago. The Region is still threatened, but the threats have changed. Catastrophic wildfire, congestion, lack of affordable housing, over tourism, invasive species, biodiversity loss, and climate change, have replaced "deficiencies of environmental control" related to development as the primary threats.

As a region we are entering a third phase of restoration and conservation in Tahoe. The hallmark of the first phase from late 1960s to the early 1990s was a focus on controlling development and preventing environmentally harmful development. The birth of the EIP and the modern Tahoe partnership marked the start of the second phase and a shift from preventing development to restoration to address the impacts of past development. Today, we are acknowledging that we have again moved to a new phase in our collective focus. We are working not just to restore our region, but to chart a new, a more resilient future for Tahoe. Our programs have evolved, and now it's time to revisit our goals.

This multi-year, multi-phase initiative focuses on how the partnership is collecting, analyzing, and applying information to support better decisions that accelerate environmental improvement. The initiative's scope includes not only review of the threshold standards that establish our ultimate goals, but also updating the suite of performance measures we use to assess project, program, and plan effectiveness.

The initiative will ensure that TRPA and the Tahoe Basin partners are individually and collectively measuring what matters and provide stakeholders, from funders to the general public, with the information they need to make informed decisions about the future of the Region. The initiative will reestablish Tahoe as global leader and a model to which others aspire.

> *Focus on Building Climate Resilience: Climate change has the potential to impact attainment of threshold standards. Through the threshold update process, climate considerations will help frame changes to existing standards. The updated VMT per capita threshold standard recognizes greenhouse gas impacts resulting from land use, the transportation system, and how well they work together.*

This strategic initiative includes the following activities:

- Review and updating of threshold standards
- Review and updating of Environmental Improvement Program (EIP) performance measures

All the thresholds need to be reviewed and updated with an eye towards the new threats and building resilience to the challenges of today. The initiative will work with the EIP partners and the Tahoe Interagency Executives (TIE) Steering Committee to identify the focus areas most ripe to prioritize for accelerated review. In early 2022, the partnership endorsed a phased approach to threshold review, and prioritized update of ~100 standards for Air Quality, Fisheries, Soil Conservation, Vegetation Preservation, Water Quality, and Wildlife in the first phase.

FY 2022-2023 Strategic Initiative Activities

During the next fiscal year, the tasks listed below will be completed. They are also referenced in the responsible department performance measures table.

Task (Division)	Recommendation Body(ies)	Target Date	Approval Body	Target Date
Endorse standard outline Guidance	TIE-SC	2.3.22		
Threshold Updates	TSAC TIE-SC TUISWG APC RPIC	12.1.22 12.8.22 12.14.22 2.8.23 2.22.23	GB	3.22.23

Digital First: Innovation Initiative

## Strategic Initiative Description

This initiative recognizes the key agency opportunity to address external events, embrace technology changes, and pursue continuous improvement. It involves significantly improving the ability of the agency to provide services in a "digital first" way, including:

- Rethinking TRPA's technology, systems, people, and processes to proactively reimagine how we do what we do, what we track, how we tell the TRPA story.
- Use of new technology for the public and customers to obtain information (e.g., parcel records, project files) and submit information (e.g., permit applications and associated records) online, and to interact with staff through mobile devices and virtual meetings.
- Driving efficiency through automation, innovation, and creativity in how we operate; and continuing the transformation into a more connected, streamlined, efficient, and paperless agency.
- Using digital technology and data management practices to solve problems; simplify how we find, analyze, and share information; and improve how we collaborate internally and externally.

Strategic Initiative Process

An organization-wide transformation as envisioned with this initiative will necessarily be phased over multiple years. The graphic below provides a framework for the activities in each department that will work together to implement this initiative.

- **Digital Information Resources** include all types of data from mapped information (e.g., GIS data) to case files (e.g., development applications and permits), to tabular numerical data (e.g., monitoring data), to images (e.g., EIP project photos).

- **External User Digital Tools** are online and mobile tools that allow the external user to utilize digital information resources and/or to prepare information for a transaction with TRPA. For example, an online version of the TRPA Code can be used with our spatial information on allowed land uses (e.g., the online mapping application that links allowed local plan uses to parcel data) and then used with an online application for the type of permit identified in the Code for that land use (e.g., an online special use permit application). Lake Tahoe Info is an example of a tool external users can employ to access information on EIP projects, parcel information, current science and monitoring data, etc.

- **External User/TRPA Digital Transaction Tools** are the online and mobile tools both the external user and TRPA staff use for transacting with each other. One of the most common examples is permitting software which handles multiple transactions. TRPA's permitting software will be upgraded in 2022 and overhauled to simplify and automate permitting processes, improve online application submittals and ensure that complete applications are submitted, and to provide users that ability to check the status of their application and provide additional information if needed online. Examples of other digital transactions include requests for information, conducting webinars and public meetings online, purchasing and billing, etc. These tools should use and update digital information resources (e.g., update case files and development rights inventories, track deed restrictions, etc.).

- **TRPA Digital Tools** are used internally for support of different TRPA functions by allowing the internal user to utilize or generate digital information resources and/or to prepare information for a transaction with an external user. For example, the Geographic Information System (GIS) is used to build and maintain spatial data. Often the spatial data are a part of the agency's digital information resources (e.g., parcel maps that are available online) and are used by both internal and external users. TRPA now uses scanning and image storage software for all case files and that information is used in a similar manner. TRPA will begin a multi-year record document preservation project in 2022 to digitize more than 200,000 of the agency's legacy paper records.
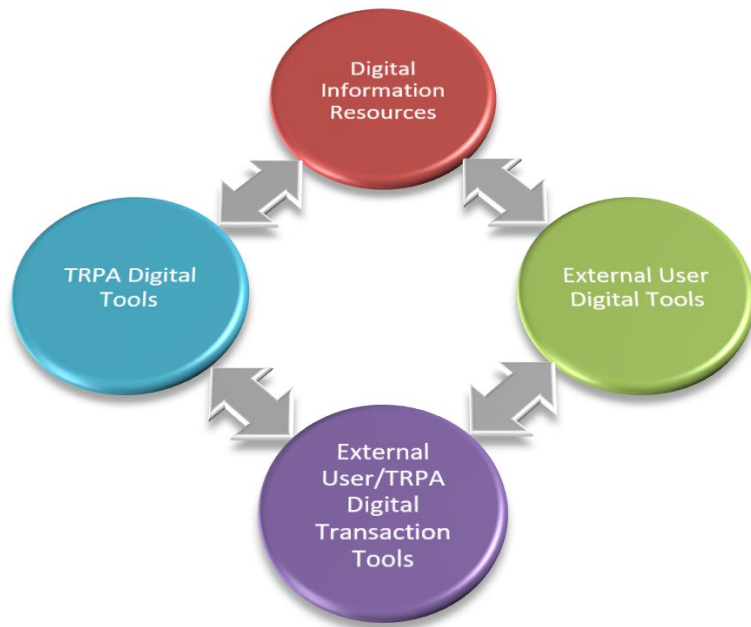
> *Focus on Building Climate Resilience: Providing digital tools and permitting for the public will reduce vehicle trips to and from the TRPA office, in turn reducing related emissions, and provide the ability to continue operations during disruptive events.*

FY 2022-2023 Digital First Innovation Initiative Activities

During the next fiscal year, work on the tasks listed below will continue. The tasks assigned to each department are summarized below.

- **Long Range and Transportation Planning Department** - As key part of the Digital First Initiative, the Long Range Planning Program staff is responsible for the code modernization effort that will result in a more user-friendly digital code with features like linked graphics and explanatory videos, the ability to link to the code from a GIS map with regulatory zones, the ability to use code information to populate applications, etc. Preliminary tasks to prepare for this will continue in FY 2022/2023.
- **Permitting and Compliance Department** – The Permitting and Compliance Department is the lead for land capability verification system improvements and will be working in partnership with the Long Range and Transportation Planning Department and the Research and Analysis Department to create the online parcel-level development information component of the Innovation Initiative. In FY 2022-2023, TRPA will initiate update of the agency's current permitting software environment that was first installed 15 years ago. TRPA will be upgrading to an advanced permitting and land management software that is cloud-based, has easy-to-use interfaces for the public and staff users, uses automated tools to streamline and accelerate review times, includes email/text notifications, supports electronic document review with markup tools and e-signatures, includes integrated document management, and offers robust reporting and dashboard tools.
- **Environmental Improvement Department** – As the changes to the subject areas included in the Environmental Improvement Program are made as part of the EIP Implementation Strategic Initiative, the EI Department will take the lead and work with the Research and Analysis Department to continue upgrades to Lake Tahoe Info and the EIP project tracker to improve project tracking, public transparency, and partner engagement.
- **Research and Analysis Department** – As the lead for this initiative, the Research and Analysis Department will partner with other departments, modify their core activities to align with this initiative where necessary, and set the strategic direction and priorities for future components of the Innovation Initiative working in conjunction with appropriate stakeholders. The R&A Department will also lead a record document preservation and digitization project to scan and enter data for approximately 200,000 agency records, historical documents, and permitting records for land use activities in the Tahoe Region. By creating and maintaining these documents electronically, TPRA will better support the public and reduce staff time needed for file request from property owners, realtors, or prospective buyers. The project will also facilitate staff remote work, reduce application processing times, improve TRPA's disaster recovery preparedness, and free up space in TRPA's office currently used for file storage.

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TRPA Organization

An organization is much more than the work it does and its formal organizational structure. An organization is reflected by its culture which is defined by its shared values and beliefs.

Organizational Culture

The TRPA organizational culture can be described many ways and in much greater detail, but the following characteristics summarize key shared values and beliefs the organization strives to embody.

- **Mission Driven** – Lake Tahoe is truly a national and international treasure. Members of the TRPA organization have a strong and deep commitment to restoring and enhancing the environment of Lake Tahoe, to improving the communities that surround it, and to improving the interactions people have with the Lake and its communities.
- **Continuous Improvement** – TRPA recognizes that change is constant and to remain effective it must constantly change. TRPA understands this requires continuing to question how it operates, searching for and embracing new and better approaches, and evaluating the outcomes from the changes it makes to identify new opportunities for improvement.
- **Collaboration and Partnership** – Today, more than ever in TRPAs history, the challenges we face as a region (e.g., climate change) are complex and require collaboration with partners outside the geographic boundaries of the Tahoe Region and beyond the authority of any single entity. TRPA acknowledges and embraces collaboration as essential to address the complex, systemic issues we face.
- **Committed to Diversity, Equity, and Inclusion** – TRPA works at the nexus of environmental and social issues in the Lake Tahoe Basin. TRPA is committed to institutionalizing diversity, equity, and inclusion principles through a thoughtful, ongoing process, and to addressing social justice issues through its work in the Region.

Organizational Structure

Based on its organizational culture and the strategic initiatives and core activities for which it is responsible, TRPA has embraced an adaptive management or continuous improvement "plan-do-check-adjust" model for its organizational structure. The TRPA departments and programs are organized to reflect this adaptive management model. The Research and Analysis Department is responsible for setting threshold standards that essentially act as the goals or desired outcomes for the "plan" function, and for measuring actual outcomes (i.e., the "check" function) to identify when it is necessary to "adjust." The Long Range
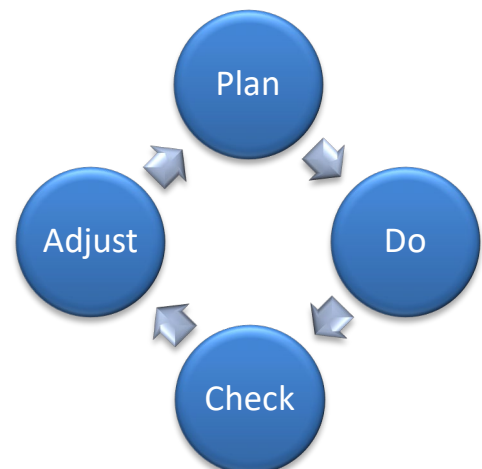
and Transportation Planning Department represents the "adjust" and "plan" functions. The Permitting and Compliance Department and the Environmental Improvement Department both perform the "do" function. TRPA uses this same concept on an ongoing basis to administratively "adjust" the day-to-day operations of the Agency, and on a longer-term basis for the Governing Board to "adjust" the focus of the agency through the Annual Work Plan, Annual Budget, and multi-year strategic planning. This is also the same concept underlying the ongoing threshold evaluations and regional planning process.

The formal organization chart below illustrates the application of the adaptive management model. The operations functions include those mandated for TRPA by the Bi-State Compact and as the designated Metropolitan Planning Organization. The external affairs functions include those conducted primarily through external partnerships and that are necessary for effective communications and relationships with the public and other TRPA stakeholders.
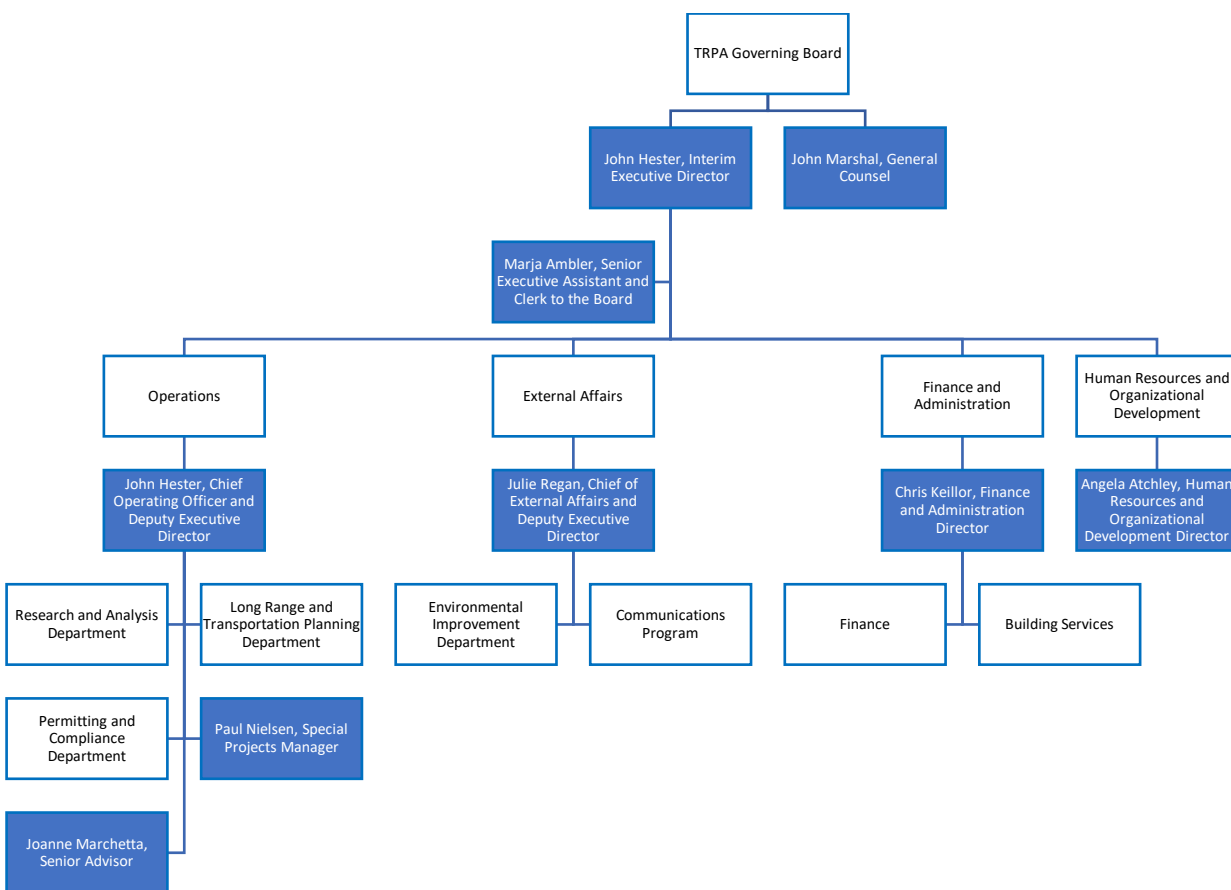
Executive Work Plan

Executive staff.

The executive functions include implementing the policy direction from the Governing Board, as well as supporting the operation of the Governing Board and Advisory Planning Commission; representing the agency with partner organizations, other stakeholders, and the public; and managing the organization to achieve the results delineated in the agency strategic plan, annual work plan, and annual budget while continuing to develop the staff and other organizational resources to achieve these results. The Executive Director is also responsible for coordinating and collaborating with the General Counsel.

Core Activities

1. **Governing Board Support** – This includes ongoing preparation of monthly meeting agendas and packets, technical and clerical support for the meetings, and records related to Board operations (e.g., preparation of minutes, and maintenance of documents and online information), as well as new member orientation.
2. **Advisory Planning Commission Support** - This includes ongoing preparation of monthly meeting agendas and packets, technical and clerical support for the meetings, and records related to Planning Commission operations (e.g., preparation of minutes, and maintenance of documents and online information), as well as new member orientation.
3. **Agency Representation** – This includes multiple activities at which the Executive Director represents TRPA and the agency's regional interests. Examples include serving as co-chair of the Tahoe Basin Interagency Executives Steering Committee, representing TRPA at the annual Tahoe Summit, making presentations to the legislative committees and staff for California, Nevada, and Congress, as well as regular meetings like the monthly meeting with the League to Save Lake Tahoe executive staff.
4. **Strategic Planning** – This includes preparing for and conducting an annual Board strategic planning session. At that session the five-year strategic objectives, annual priorities, and initiatives are reviewed and updated by the Governing Board. Other topics of strategic importance to the success of the agency (e.g., funding sources, financial strategy, etc.) may also be included.
5. **Annual Work Plan** – Working primarily with the Operations and External Affairs staff, an Annual Work Plan is be prepared to reflect the requirements from agency mandates (e.g., Compact mandates, MPO requirements) and from funding entities (e.g., grant deliverables), and the Board priorities from the strategic planning session.
6. **Annual Budget** – Based on available resources, the Finance and Administration staff work with other agency staff to prepare an annual budget to implement the annual work plan to the degree possible, as well as to fund other agency needs (e.g., building bond repayments, auto and boat fleet maintenance, etc.).
7. **Coordination of Agency Administration and Support** – This includes activities (e.g., coordination of agency executive and management assistants to support meetings, coordination with the Facilities

Manager to manage meeting room reservations and set-up, etc.) to ensure efficient and effective day-to-day operations of the agency.

Performance Measures

Measure	2022-2023 Target
Complete recruitment and onboard a new Executive Director.	1.31.23
Conduct an annual strategic planning retreat for the Governing Board to review and update as necessary, the agency strategic objectives, priorities, and initiatives.	3.31.23
Prepare an Annual Work Plan to meet the requirements the agency must meet per the Compact and MPO mandates and reflect to Board priorities from the annual strategic planning retreat.	5.1.31
Prepare an Annual Budget to meet the requirements for funding organizations and that reflects the Annual Work Plan.	7.1.31

Organization and Positions

John Hester, Interim Executive Director

Marja Ambler, Senior Executive Assistant and Clerk to the Board

Operations Work Plan

Chief Operating Officer, Special Projects Manager, and Senior Advisor.

Operations includes the Research and Analysis Department, the Long Range and Transportation Planning Department, the Permitting and Compliance Department, and the Agency Special Projects Manager and Senior Advisor. The departments are described in more detail below. The Special Projects Manager is assigned to key projects throughout the Agency as needed and funded. The Senior Advisor mentors both individual staff and internal groups.

The synergy between the departments and their functions is depicted in the adjacent graphic. Research and Analysis supports Long Range and Transportation Planning in developing and updating policies and regulations by providing data and technology (e.g., Geographic Information System maps and analyses, and transportation modeling support). Similarly, the Permitting and Compliance Department utilizes information (e.g., Lake Tahoe Info parcel tracker) and technology (e.g., permit tracking software) provided by the Research and Analysis Department for permit processing. In return, both the Permitting and Compliance Department and the Long Range and Transportation Planning Department provide updated data to the Research and Analysis Department for measuring and reporting progress on threshold standards and other performance measures. The Research and Analysis Department has the same relationship with the Environmental Improvement Department (e.g., Lake Tahoe Info EIP project tracker).
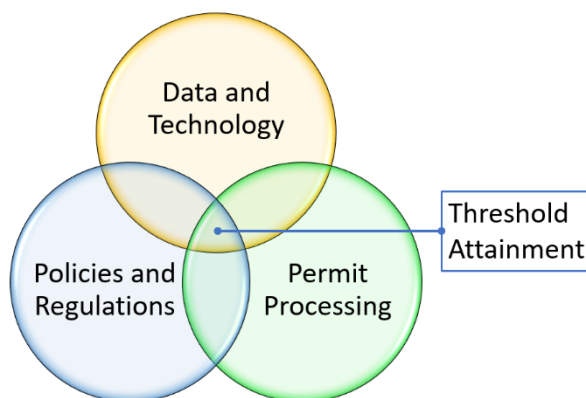
TRPA endeavors to be as transparent as possible in its operations. For example, the Agency is striving to make the same Lake Tahoe Info parcel tracker data, the same application checklist, the same permit review procedures, and the same policies and regulations available online to both applicants and permitting staff to ensure consistency and to clearly link to the Regional Plan and attainment of threshold standards. This is explained in more detail in the description of the *Digital First*: Innovation Initiative above.

Research and Analysis Department staff.

Research and Analysis Department

TRPA monitors hundreds of environmental threshold standards, performance measures, and management actions for progress and effectiveness. TRPA's Research and Analysis Department connects the science

community to the implementation of the Regional Plan and provides the best possible information for policy decisions, operations, and accountability. The department organizes science inputs, builds data platforms, monitors and maintains current data, and analyzes information needed for policy development and decision making. The **Research and Analysis Department** performs these tasks through leading **two strategic initiatives and 11 core activities** via three programs: **Data Resources and Analysis; Science, Modeling, and Monitoring; and Planning Support**.

Core Activities

1. **Analysis** - Provide value-added data analysis, visualization, evaluation and recommendations to department managers, executive management, and others. Use threshold evaluation and ongoing monitoring reports to provide insight to Long-Range Planning for Regional Plan modifications, Permitting and Compliance for development review, and to Environmental Improvement for proposed EIP project prioritization. Provide the agency with evaluation of program effectiveness, reports on permitting activity, or other value-added analysis (such as land capability evaluation, development rights transfer analysis, etc.).

2. **Transportation Planning support -** Support transportation planning and environmental analysis, including primary responsibility for air quality monitoring and data analysis, transportation data collection, and transportation modeling and forecasting. Deliver the first transportation measures report, required by the VMT threshold update, by the end of calendar year 2022.

3. **Permitting and Compliance support** – Update and upgrade TRPA's permitting software. Create online dashboards and reporting tools for staff, Governing Board, and the public to access real-time review timelines and performance. Develop and implement tools to support e-submission and electronic plan review for Permitting and Compliance Department projects; identify and implement tools to simplify project reviews and improve data entry/collection and reporting. Support process improvements and ordinance reviews. Provide help-desk support for internal and external Accela users. Integrate data collection into the LakeTahoeInfo.org platform and eliminate unnecessary project review data fields in the permitting software.

4. **Implementation support** - Support the implementation of the Development Rights Strategic Initiative and Shoreline Initiative with data management and system support, including maintenance of permitting systems and reporting tools in Lake Tahoe Info. Maintain and update the Lake Tahoe Boating App to support the Shoreline enforcement and boater education programs.

5. **Geographic information system** - Provide GIS analyses, data visualizations, and web mapping applications where appropriate for internal and external customers. Maintain GIS databases and perform data QA/QC, update GIS-related data (including bi-annual parcel geometry and quarterly owner information updates), and backend systems. Further integrate our enterprise GIS, LT Info, and permitting databases to ensure systems remain in sync and accessible on the appropriate platform. Explore and develop new datasets to bring the best available information to the agency's initiatives. Collaborate with partners to integrate external authoritative data sources within our enterprise GIS. Improve data transparency by making more data available on the Tahoe Open Data and Lake Tahoe Info platforms. Provide advanced GIS training for internal staff and our partners to educate and empower GIS users of all levels to utilize web-based GIS resources. Improve field data

collection systems to utilize new software standards for TRPA monitoring programs. Create native mobile apps as educational tools to share spatial data about TRPA's policy and programs with the public and crowdsource data collection. Implement UI/UX improvements, branding, and technology standards as defined in the GIS strategic plan.

6. **IT coordination** - Collaborate and coordinate with TRPA's information technology (IT) contractor to ensure that the systems that Research and Analysis manages are operating properly and that planned upgrades and maintenance are performed and scheduled when appropriate.

7. **Monitoring** - Coordinate and conduct field monitoring data collection for stream health, wildlife, noise, air quality, and bike/pedestrian travel, and coordinate with internal/external partners for the collection and analysis of other monitoring data. Administer monitoring contracts with outside/partner agencies. Begin data collection and analysis for the 2023 Threshold Evaluation.

8. **Reporting** - Collect information from our partner agencies and other divisions within TRPA and provide analysis for regularly scheduled TRPA reports (e.g., monthly Governing Board briefings, annual report), produce an annual TRPA monitoring report, and assist with the annual report for the Environmental Improvement Program. Develop infographics, dashboards, or other tools for use on LakeTahoeInfo.org or TRPA.org to report on Agency results.

9. **Online information** - Continue the development of the LakeTahoeInfo.org platform, lead continued improvements to the EIP Project Tracker and lead the improvements to the Parcel Tracker and other LakeTahoeInfo.org tools. Maintain all Watersheds and Water Quality Program related systems, including BMP Database, BMP Website, interactive BMP Map, and support reporting requests. Prepare the Threshold Dashboard on Lake Tahoe Info for the upcoming 2023 Threshold Evaluation.

> *Focus on Building Climate Resilience: The Lake Tahoe Info website (https://sustainability.laketahoeinfo.org/) includes a Sustainability Dashboard for all stakeholders to use to track progress toward achieving climate resiliency. This will be updated as part of the Climate Change and Sustainability Initiative.*

10. **Customer service** - Provide excellent customer service for a wide range of internal and external customers, including the agency receptionist, LakeTahoeInfo.org (especially Parcel Tracker) requests for updated information, file research, electronic/scanned and hard-copy file requests, External Affairs/Communications support for decision makers and other outreach efforts, and support EIS-EIR Review for Permitting and Compliance and Long Range Planning analyses. Research and Analysis staff also provide Notary Services to the Agency.

11. **Document management** - Implement the agency document management policy including public file requests and the conversion to digital documents to increase efficiency of records retention and inspections. Develop plans for and implement document preservation project (if funded) to begin scanning up to 200,000 of TRPA's legacy records. Enhance procedures for application file scanning, document warehousing or destruction, and posting to websites. Integrate local jurisdictions permit history and project approvals and newly issued permit information into the Parcel Tracker on LakeTahoeInfo.org.

Performance Measures

| Measure	2020-2021 Actual	2021-2022 Actual	2022-2023 Target
Update all GIS parcel data semiannually. Includes parcels, addresses, owners and attributes for all property-based systems, including the BMP Database, BMP Calculation Sheet, and Accela, and GIS.	2	2	2
Develop or upgrade (i.e., redesign) at least two **interactive map viewers**.	13	8	2
Number of sites where **field data** are effectively and accurately collected following standard protocols to inform the threshold evaluation (40 stream sites; 40 SEZ sites; 50 noise sites – 35 plan areas, 8 shore zone locations, 7 highway locations; 3 air quality sites; 20 bicycle and pedestrian counting sites; TBD number of wildlife sites based on given year population of Osprey and Peregrine Falcon).	***	57	153
Create or **update field data collection systems** for at least two field monitoring or survey programs.	5 (100%)	4	2
Number (and percent) of all regularly- scheduled **TRPA annual reports and EIP report** produced on time).	***	5 (100%)	2 (100%)
Permit outtake processing (audit, scan, data entry into Accela/Parcel Tracker) for all acknowledged permits issued by Permitting and Compliance and all completed projects following security return within 60 business days of TRPA action	***	95%	95%
Updates to parcel information in the **Parcel Tracker** on LakeTahoeInfo.org, including file conversions, site plan snapshots and land capability, coverage/development rights data entry	674***	1,278***	1,500

Notes:

*** FY2020-2021 and 2021-2022 performance affected by COVID-19, lockdowns/office closures, and staff changes, delaying TRPA's ability to complete these as scheduled.

1. N.A. indicates this is not applicable and/or information is not available.

2. X/FY is the number to be completed in fiscal year.

Department Organization and Positions
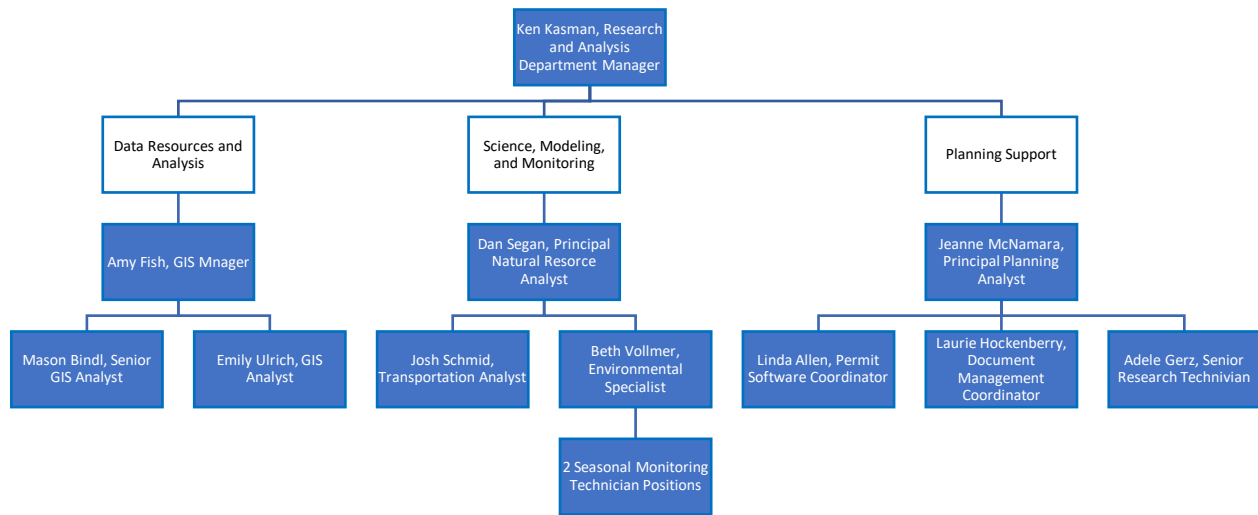
Long Range and Transportation Planning Department

The Long Range and Transportation Planning Department includes four programs: **Long Range Planning, Transportation Planning, Sustainability, and Housing**. It is the lead for three of the six **strategic initiatives:** *Building Resiliency*: **Climate Change and Sustainability**, *Keeping Tahoe Moving*: **Transportation and Destination Stewardship**, and *Tahoe Living*: **Housing**

Long Range and Transportation Planning Department staff.

and Community Revitalization. The department is also responsible for the **core activities (1-12)** listed below.

Core Activities

The **four Long Range Planning Program core activities (1-4 below)** include review, maintenance, and update of the TRPA Regional Plan, Code of Ordinances, and Rules of Procedure; support for local government area plan development and amendments; environmental document review and coordination; and special projects. The **four Transportation Planning Program core activities (5-8 below)** include integrated, intermodal regional and corridor planning; coordinated project tracking and financial management; transportation system performance analysis and tracking; and MPO Transportation Program administration and outreach. The **Sustainability Program core activities (9 below)** are focused on implementing the **Climate Change and Sustainability Strategic Initiative**. The **Housing Program core activities (10-12 below)** include implementation of the **Housing and Community Revitalization Strategic Initiative,** implementing existing code by assisting Permitting and Compliance to

review affordable and workforce housing projects, and preserving existing housing by updating and monitoring TRPA's deed-restriction program.

1. **Regional Plan administration and Code maintenance -** Periodic policy and ordinance amendments are part of TRPA's adaptative management approach, the "plan, do, check, adjust" cycle. Such amendments maintain a regional planning system that accelerates the delivery of environmental and economically balanced improvements that strengthen our communities. This includes the routine analysis and prioritization of necessary amendments to the TRPA Code of Ordinances, Goals and Policies, and Rules of Procedure where applicable as a result of strategic initiatives and the day-to-day application of the Plan (e.g., alternative energy regulatory incentives as part of the Climate Change and Sustainability Strategic Initiative and outdoor dining regulations). The Regional Plan administration task focuses on policies and ordinances that may hinder Regional Plan implementation. The task may include updates to permit processing, monitoring, reporting, or land use regulations, as well as serving in an advisory capacity for agency staff, external partners, and the public. Long Range Planning Program staff work with other departments and partners to identify, develop, and process such amendments. For policy amendments that do not fall under an existing initiative, staff will facilitate a planning process and prepare recommendations as needed for the Regional Plan Implementation Committee and Governing Board. For fiscal year 2022-2023 there are five priority focus areas for Regional Plan amendments: (1) housing, (2) climate adaptation and sustainability, (3) community revitalization, (4) transportation, and (5) permitting process improvements and non-substantive, technical corrections.

2. **Area Plan, Plan Area Statement, and Community Plan amendments -** Area plans are prepared and adopted by local governments in consultation with TRPA staff and reflect more detailed local aspirations within the framework of the Regional Plan. Area plans update and replace the older plan area statements and community plans. Long Range and Transportation Planning Department staff support local government development and adoption of new or amended area plans by providing technical assistance and serving in an advisory capacity.

3. **Environmental document review and coordination -** Many partner organizations submit plans that require more detailed environmental review and comments. In addition, most TRPA projects and plans require some level of environmental analysis, often involving the engagement of a consultant. For different subject area expertise, TRPA staff review and coordinate with consultants and project proponents.

4. **Special projects -** On occasion the Long Range Planning staff will take the lead on key projects that align with other TRPA work plan priorities. A current example is the Meeks Bay Ecosystem Restoration Project, a multi-benefit EIP watershed restoration and recreation priority project being conducted in cooperation with the USDA Forest Service, which will result in a draft EIR/EIS for the Project.

5. **Integrated, intermodal regional and corridor transportation planning** - This includes administering the Regional Transportation Plan; transit planning, coordination, analyses, and grants oversight; bicycle and pedestrian planning (Active Transportation Plan); transportation demand management (TDM) activities; intelligent transportation systems (ITS) project support and coordination; air quality

conformity, monitoring and data analysis; transportation data collection and forecasting; and corridor planning.

6. **Coordinated project tracking and financial management -** This includes coordinating the Federal Transportation Improvement Program (FTIP) and the Regional Transportation Improvement Program (RTIP) and evaluating projects for consistency with the RTP and Lake Tahoe Environmental Improvement Program; and project funding selection and support of local (e.g., corridor) transportation planning projects through the TRPA Regional Grant Program.

7. **Transportation System Performance –** Evaluating the transportation system includes an assessment of progress toward achieving the Regional Transportation Plan goals, benchmarking and tracking vehicle miles traveled (VMT) per capita over time, and continuing a performance driven planning, funding and project selection process as part of an adaptive Performance Management Framework.

8. **Transportation program administration and outreach -** This includes the development and ongoing management of the annual MPO budget and work program, support of boards and other stakeholders, and California Transportation Development Act and MPO public outreach.

9. **Climate Resilience and Sustainability –** This Program is focused on implementation of the award-winning Sustainable Communities Action Plan and Lake Tahoe Climate Resilience Action Strategy (e.g., implementing the Plug-In Electric Vehicle Plan, maintaining and updating the sustainability dashboard, etc.) while updating and enhancing the TRPA bi-state regional efforts to address climate change by leading the Building Climate Resilience Strategic Initiative.

> *Focus on Building Climate Resilience: The Long Range Planning Program is systematically reviewing TRPA's Plans and Code to identify potential amendments that will support climate resiliency. These range from planning for public safety facilities that provide access to the Lake given fluctuating levels, to re-examining impervious surface standards for electric vehicle charging stations, to changing roof height and pitch requirements to reduce the internal volume of buildings that require heating and cooling.*

10. **Permitting Support for New Housing Projects –** This includes working with the Permitting and Compliance team to review affordable and workforce housing projects and interface with the public in a Housing Ombudsperson role.

11. **Housing Coordination and Collaboration –** In addition to leading the Housing and Community Revitalization Strategic Initiative described above, TRPA supports and staff participate in both the Housing Tahoe Partnership and Mountain Housing Council, staff supports the TRPA Local Government and Housing Committee as it addresses housing issues, and staff works with local governments and other partners on housing-related issues.

12. **Preserving Existing Housing** by managing TRPA's approximately 120 existing deed-restrictions, updating the deed-restriction program to improve compliance, and developing a long-term program for mitigating displacement of residents and housing loss.

Performance Measures

Measure	2021-2022 Actual	2021-2022 Estimated	2022-2023 Target
Process all **Strategic Initiative tasks** as scheduled in the descriptions of those initiatives. This includes completing **Regional**	95%	100%	100%

Plan policy and code amendments as needed for other projects and strategic initiatives outlined in this work plan.	3 amendment packages (100%)	3 amendment packages (100%)	4 amendment packages (100%)
Facilitate local jurisdiction **Area Plan actions (New and amendments)**, including bringing to APC, RPIC and/or TRPA Governing Board	3 Area Plans	2 Area Plans	3 Area Plans
Facilitate the review and approval of the **Final EIR/EIS for the Meeks Bay Restoration project** in collaboration with other lead agencies and stakeholders.	1.30.2023	6.30.2022	Jan 2023 EIR/EIS Approval
Update Active Transportation Plan (ATP) to identify connectivity improvements for the regional trail network as implementation of the Regional Transportation Plan.	12.31.2022	6.30.2022	6.30.2023 ATP Update
Administer and **manage the MPO annual budget and work program**, and administer the California Transportation Development Act consistent with all deadlines and schedule requirements of the MPO Overall Work Program (OWP)	100%	100%	100%
Preserve existing housing by processing new and existing deed restrictions.	93 Deed-restrictions	20 Deed-restrictions	70 Deed-restrictions
Permitting support for new housing projects, including ADUs, multi-family, etc. to support the goals of the Tahoe Living Initiative.	124 units	20 units	110 units

Department Organization and Positions
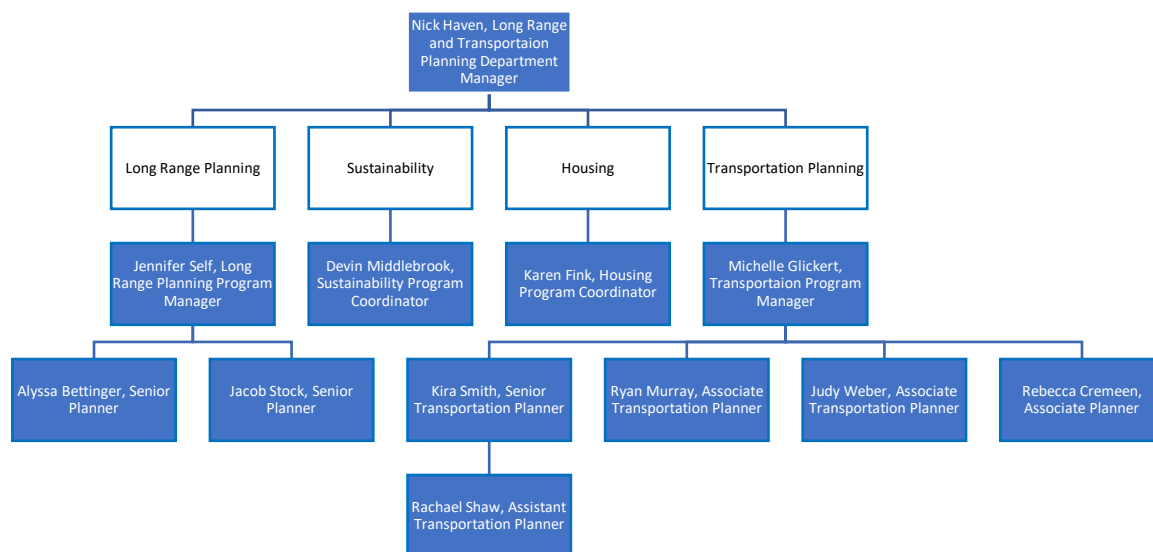
Permitting and Compliance Department

Permitting and Compliance Department staff.

Environmental Threshold Standards are achieved and maintained through projects being built by private investors and developers. The Permitting and Compliance Department reviews, permits, and inspects private projects in a timely and consistent manner to serve the public and help facilitate environmental improvement and economic investment in Lake Tahoe communities. The department is also responsible for compliance activities both on land and water. This division is comprised of four programs: **Permitting, Special Projects, Local Government Coordination, and Compliance**. The departmental programs support the ***Digital First*: Innovation Initiative** and implement the following **core activities (1-4 below)**.

Core Activities

1. **Permitting Program** - In addition to providing exceptional customer service on the phone, virtually, and through email, and leading implementation of the process improvement actions identified through the Innovation Initiative, this includes the following:

   a. Identify and implement changes to improve and streamline application review (i.e., recommendations from continuous improvement process teams, existing reports and studies, stakeholder assessments, user feedback, and staff recommendations).

   b. Implement technology improvements to create consistent, electronic application processing.

   c. Develop customer tools and other media to better educate the community about environmental review and regulations, development potential, and permitting processes in the Lake Tahoe Basin.

   d. Maintain an application completeness review time of 30 days or less, and a total review time of 120 days or less for all complete applications including those applications reviewed by staff, Hearing Officer, and TRPA Governing Board.

   e. Provide accounting and tracking to support transfers of development rights that result in environmental improvements consistent with the adopted Regional Plan.

   f. Reduce the length of staff reports while enhancing content for all types of applications.

g. Implement 2018 Shoreline Plan including creating programs and systems to track, register and/or permit existing moorings, new moorings, and new piers.

2. **Special Projects Program** – In addition to supporting the efforts listed above, this includes completing cross-cutting or legacy projects such as updating and maintaining the Administrative Interpretations Manual, etc.

3. **Local Government Coordination Program** – This program is intended to implement the Regional Plan by supporting and coordinating with local governments and other partner agencies. Its components include preparation and execution of memoranda of understanding (MOUs) to issue permits consistent with adopted area plans including training; improvement and coordination of permitting across jurisdictions; participation in annual auditing and reporting; and the ongoing area plan certification and bi-annual allocations processes.

   a. Standardize MOUs – Continue standardization of MOUs for delegation of application processing to local governments with conforming area plans, delegation of residential application processing using TRPA regulations, and/or processing of qualified exempt projects as defined in the TRPA Code of Ordinances.

   a. MOU appeals process – Administer the appeal process for local government projects processed pursuant to an MOU associated with a conforming area plan or plans.

   b. MOU and area plan monitoring – Monitor local government compliance with adopted area plans per approved MOUs, as well as compliance with other MOUs, and provide MOU compliance information to include in appropriate reports that address area plan performance and in the LT Info Parcel Tracker.

4. **Compliance Program –** This includes:

   a. Inspections – Maximize permit compliance by providing prompt and thorough pre-grade inspections and by effectively tracking permits during construction.

   b. Complaints – Minimize the time required to resolve complaints.

   c. Compliance – Quickly and effectively resolve and abate any problems associated with code violations.

   d. Tree removal permitting – Conduct tree evaluations and issue tree removal permits in a timely manner.

   e. Enhanced BMP enforcement – In coordination with the TRPA Stormwater Program and local jurisdictions, increase BMP enforcement by targeting highest priority BMP non-compliance properties.

   f. Watercraft enforcement – Effectively enforce TRPA watercraft rules through outreach and education.

   g. Partnerships – Collaborate with partner entities to facilitate and support their code administration activities and help them implement the Regional Plan and Code through approved memoranda of understanding.

   h. Memoranda of understanding (MOU) and area plan monitoring – Monitor local government compliance with adopted area plans per approved MOUs, as well as compliance with other

MOUs, and provide MOU compliance information for inclusion in appropriate reports (e.g., Local Government Coordination Report) that address area plan performance.

i. Continue to standardize monitoring requirements (Permitting and Compliance Department with assistance from the Research and Analysis Department) – Review and standardize project monitoring conditions required by the Permitting and Compliance Department when permits are issued to better utilize limited inspection resources and to better integrate data with other Research and Analysis Department monitoring efforts.

j. Continue to improve customer service, communication, and efficiency – Streamline compliance workflows and reports in Accela and implement remote applications for electronic tracking and recording of field inspections.

k. Performance measures – Continue to update Code Compliance performance measures to be in line with new streamlined processes.

> *Focus on Building Climate Resilience: With ongoing implementation of new technology applicants have access to information online 24 hours/day and 7 days/week. In addition, both TRPA's Permitting and Compliance Department staff and applicants can work together from remote locations. The result is reduced energy use and emissions, improved service to technology-savvy applicants, and the ability to continue operations during many disruptive events.*

Performance Measures

Measure	2021-2022 Actual	2022-2023 Estimated	2023-2024 Target
Number of phone calls and emails received	3,745	3800	3700
Number of phone calls and emails responded to in 72 hours	99%	99%	99%
Number of **applications received**	1,142	1100	900
Percent of **applications deemed complete**/not complete within 30 days[3]	96%	100%	100%
Percent of **all applications reviewed within 120** days of application being deemed complete	93%	100%	100%
Initiate new **pier lottery and prioritization** process for the biennial new pier allocations	100%	N.A.[1]	6.2023
Implement new **pier permitting system** per the Shoreline Plan Implementation Plan-review and bring to Hearings Officer and Governing Board all eligible and complete pier applications	100%	N.A.[1]	2.2023
Manage the **mooring registration program** in accordance with the Shoreline Plan, Shoreline Implementation Plan, and Rules of Procedure	100%	100%	100%
Conduct new **mooring lottery** in accordance with the Shoreline Plan	12.2021	12.2022	12.2023
Permit existing moorings eligible for and applied for within Phase 1 of the Mooring Permitting and	100%	100%	100%

Registration Program, and which have provided a complete submittal			
Number of **development rights (commodities) transfer applications** received and processed.	47 of 57	45	45
Number of **pre-grade inspections** (percent complete or scheduled within 3 days of request)	173(100%)	175(100%)	180(100%)
Number of **final inspections** (percent complete within 15 days of request during construction season)	271(99%)	200(99%)	220(100%)
Number of **grading exception applications** received (percent reviewed within 3 days of request)	271(100%)	250 (100%)	250 (100%)
Number of **MOU Compliance audits** (percent complete by November 30 each year)	100 (100%)	100(100%)	100 (100%)
Number of MOU Partner Trainings	4	4	4
Number of **Code Compliance training sessions**	4	4	4
Number of **complaints received** (percent response within 1 week)	91(100%)	100(100%)	120(100%)
Percent of all **tree removal permits issued** within 2 weeks of submitted application	100%	100%	100%
Local **government coordination annual report** completed and submitted to Governing Board	12.15.2021	12.30.2022	12.30.2023
Number of **MOUs supported** and monitored	51	52	52
Complete **allocations** performance report and make bi-annual allocations recommendations to the TRPA Governing Board	4.27.21	N.A.	4.28.23

Notes:

1. N.A. indicates this is not applicable and/or information is not available.

2. X/FY is the number to be completed in fiscal year.

Department Organization and Positions
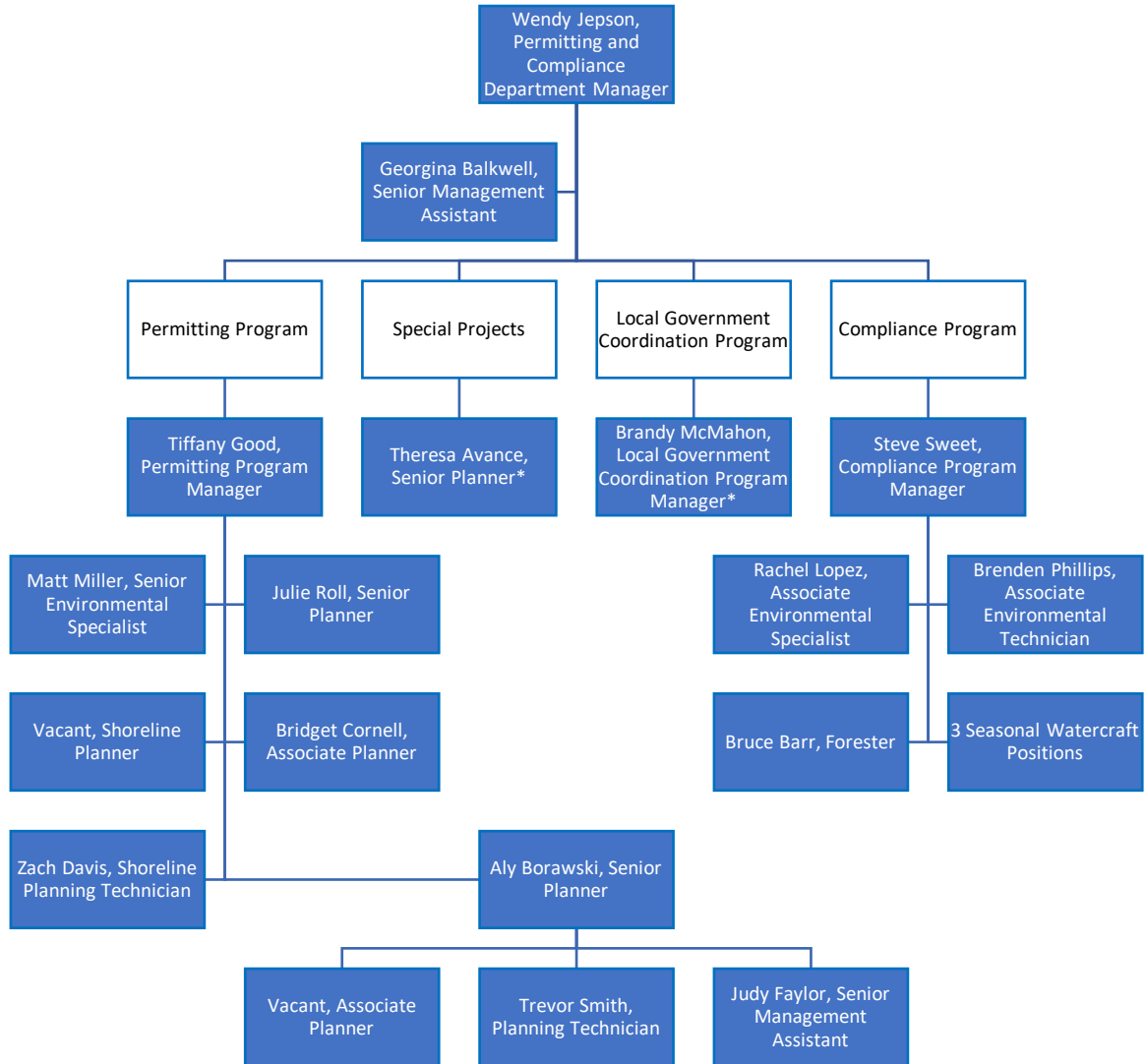
* In addition to the staff in the Permitting Program, these staff also process permits.

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External Affairs Work Plan

Chief of External Affairs

External Affairs functions include those conducted primarily through external partnerships and necessary for effective communications and relationships with the public and other TRPA stakeholders. It includes the Environmental Improvement Department and the Communications Program which are described below. The Chief of External Affairs is responsible for this department and program.

Environmental Improvement Department

The TRPA's Environmental Improvement Department provides collaborative leadership and administration of the **Lake Tahoe Environmental Improvement Program** (EIP). The EIP is a public and private, multi-jurisdictional capital investment program to conserve and restore Lake Tahoe's environment, enhance sustainable recreation opportunities, and integrate science, stewardship, and accountability. Under the EIP, 80+ partners work together in a collective impact model to set priorities, develop financing strategies, implement projects, and track results of the program. TRPA serves as the backbone agency in the partnership to convene, facilitate, and align partners to achieve program results.

Environmental Improvement Department staff.

The Department is also responsible for three programs that implement the **Environmental Improvement Program: Forest Health, Aquatic Invasive Species, and Watersheds and Water Quality**. The department is the lead on the *Restoration Blueprint*: **Environmental Improvement Program Implementation** and is responsible for the ten **core activities (1-10)** below.

Core Activities

1. **Environmental Improvement Program (EIP) leadership support** – Lead, manage and support the bi-state regional collaborative program through convening and facilitation of the EIP governance structure. This includes the Tahoe Interagency Executive Steering Committee, the EIP Coordinating Committee, and the EIP Working Groups. Through this structure, the EIP partnership implements the Lake Tahoe Regional Plan to accelerate threshold attainment.
   a. **EIP working groups support** - Lead or participate in EIP Working Groups including:
      - Tahoe Fire and Fuels Team (Plans Section Chief)

- Stormwater Quality Improvement Committee
- Parcel BMP Working Group (Chair)
- Aquatic Invasive Species Coordinating Committee (Co-Chair)
- Nearshore Working Group
- Sustainable Recreation Working Group (Co-Chair)
- Upper Truckee River Watershed Advisory Group
- SB630 Stakeholder Committee
- Take Care Working Group

2. **Caldor Fire Recovery Team** – Lead the internal cross-department TRPA Caldor Fire Recovery Team to coordinate permitting and prioritization   of fire recovery projects. .

3. **EIP Accountability Tracking** – Provide financial and accomplishment tracking of the EIP. This includes providing oversight, management, and quality control of data entered by EIP partners in the online EIP Project Tracker and compiling yearly reports for a variety of audiences including Lake Tahoe's congressional delegation.

4. **EIP Outreach** – Work with the TRPA communications team and EIP partners to develop outreach materials, press releases and articles, and project reports to bring awareness to the EIP. Organize tours of EIP projects for the public, elected officials, and other agencies.

5. **EIP Funding Coordination** – Work with EIP partners to develop coordinated funding proposals to support the goals of the EIP. Determine funding gaps and work with partners to seek out new funding streams. Lead the development of the Lake Tahoe Restoration Act EIP priority project list and annual report to Congress.

6. **EIP Mitigation Funding** – Manage and track mitigation funds collected from Permitting and Compliance projects and release to local jurisdictions for use on EIP projects.

7. **EIP Environmental Review and Project Permitting –** Work with EIP Partners in project planning and development to ensure best project design and that it complies with TRPA Regional Plan Goals and Policies and the Code of Ordinances. Issue EIP permits as needed.

8. **Forest Health Program Management –** Supports implementation of Lake Tahoe's Forest Action Plan. Specifically, the Program Manager:
   - Provides streamlined review and permitting of forest health projects.
   - Reviews and updates TRPA vegetation regulations and thresholds
   - Engages in collaborative forest planning with partner agencies to increase forest health and resilience in the face of climate change impacts and risk of high-severity wildfire.
   - Serves as Plans Section Chief in the Tahoe Fire and Fuels Team.
   - Engages in leadership role through Tahoe Fire and Fuels Team on Caldor Fire recovery and restoration.

9. **Aquatic Invasive Species Program Management** – TRPA leads the collaborative region-wide program to prevent new, control existing, and monitor aquatic invasive species (AIS) in the region. Specifically, the program manager focuses on:
   - AIS program leadership- Serves as the designated lead and fiscal agent of the federally approved AIS management plan.

- AIS prevention – Implements the AIS Watercraft Inspection Program in partnership with inspection contractor.
- AIS early detection monitoring – Conducts regular surveys to detect the presence of quagga or zebra mussels.
- AIS control – Provides strategic direction and implements and manages contracts for AIS control projects identified in the AIS Implementation Plan and AIS Action Agenda.
- AIS monitoring – Tracks AIS reduction and/or spread to demonstrate progress on achieving goals stated in the AIS Action Agenda with a goal of 90% reduction of AIS (in acres) by 2031.
- AIS education and outreach – Implements education and outreach programs for the public to prevent the introduction and spread of AIS.
- National leadership – Serves in a leadership capacity for the Aquatic Nuisance Species Task Force Federal Advisory Committee, the Western Regional Panel on Aquatic Nuisance Species (Chair), and National Invasive Species Awareness Week Planning Committee.

10. **Watersheds and Water Quality Program Management** – TRPA coordinates region-wide watershed restoration and implements a regional water quality program to reduce stormwater pollution to Lake Tahoe in accordance with the TMDL. Specifically, the program manager:
   - Convenes EIP partners to prioritize watershed restoration projects for funding and to accelerate progress towards regional goals. This year, TRPA staff will establish a Watershed Restoration EIP Working Group.
    - Collaborates with local governments and the Stormwater Quality Implementation Committee (SWQIC) to support TMDL implementation and make progress towards water quality threshold attainment.
    - Pursues funding for and coordinates area-wide stormwater treatment and green infrastructure project planning and implementation.
    - Provides customer service, education and outreach, technical assistance, project review, permitting, and on-site inspections to ensure property owners meet TRPA water quality requirements.
    - Oversees Best Management Practices (BMP) compliance, accounting, and tracking.
    - Coordinates with local governments and SWQIC on Caldor Fire recovery and restoration related to water quality impacts and issue abatement.

Performance Measures

Measure	2022-2023 Target
Lead and complete the update of the Lake Tahoe Restoration Act priority project list and 2022 report to Congress	3.15.23
Work with partners to prioritize and fund 3-5 EIP priority projects though LTRA funding agreement	6.30.23
Complete all EIP reporting, 2022 accomplishment document and updated 5-year EIP Priority Project List	6.30.23

Complete the Tahoe Fire and Fuels Team Incident Action Plan (2022/2023 Project List)	12.31.22
Complete Year 1 of two top priority AIS Projects: Tahoe Keys CMT + Taylor Tallac Restoration Projects and finalize plans for Year 2	5.31.23
Convene and Establish the Watershed Restoration EIP Working Group	6.30.23

Department Organization and Positions
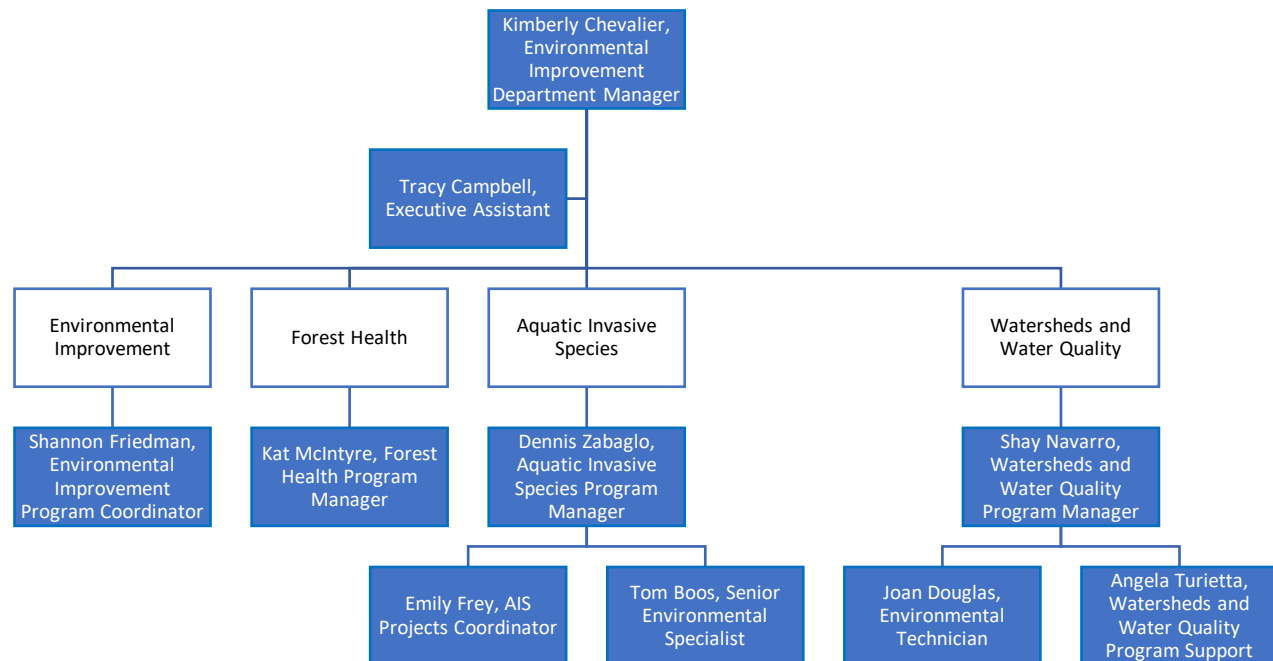
Communications Program

Communications Program staff.

TRPA supports a culture committed to public education, outreach, and community engagement to implement the Regional Plan. The Communications Program leads public education initiatives in collaboration with a variety of agency and nonprofit stakeholders. The team provides general, multi-faceted communications support for each of the Strategic Initiatives approved by the TRPA Governing Board. The work plan is comprised of four areas: **Implementing the Communications Strategy, Creating and Managing Agency Materials and Communication Products, Managing Legislative Affairs, and Leading Community Engagement**.
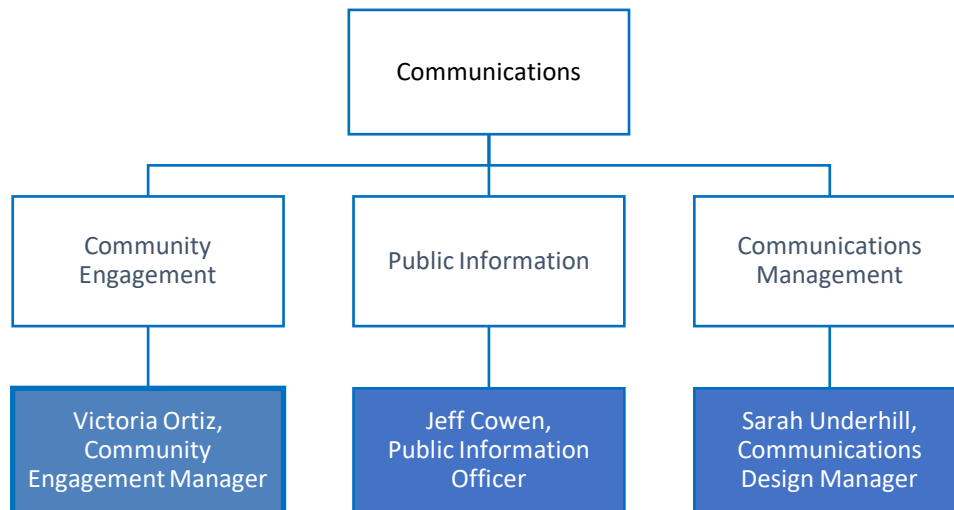
Core Activities

1. **Implement the Communications Strategy –** All core activities implement the strategy to help the agency achieve the goals of the Regional Plan.
   a. Research public knowledge and attitudes to identify key audiences and gauge communication needs.
   b. Plan and implement communications strategies and tactics to achieve the objectives of the communications strategy.
   c. Assist programs, teams, and projects, with communications planning, implementation, and support.
   d. Provide media relations and support for issue management and crisis communications.
   e. Evaluate the effectiveness of the agency's programs and communications with follow-up research and surveys.
   f. Support and utilize Take Care campaign branding and messages with education and outreach partners.

2. **Create and Manage Agency Materials and Communication Products**
   a. Publish at least two issues of the environmental newspaper Tahoe In Depth each year to engage audiences with relevant information on protecting, enjoying, and exploring the Lake Tahoe Basin.
   b. Create and manage website content, speeches, presentations, media releases, and advertisements.
   c. Manage TRPA's social media accounts and online presence.
   d. Design and edit reports, planning documents, and educational materials such as fact sheets and brochures.

3. **Manage Legislative Affairs**
   a. Ensure Lake Tahoe environmental initiatives receive support.
   b. Represent the agency to local, state, and national legislative institutions and leaders.
   c. Lead Lake Tahoe legislative advocacy in collaboration with basin partners.

4. **Lead Community Engagement**
   a. Conduct in-person and virtual outreach at community events, school classrooms, and other opportunities.
   b. Encourage community engagement among staff by organizing volunteer events and enlisting the agency in regional programs like the Tahoe Bike Challenge.
   c. Conduct the TRPA Environmental Scholarship, Lake Spirit awards, and Best in the Basin awards programs.

Performance Measures

Measure	2020/2021 Actual	2021/2022 Actual	2022/2023 Target
Maintain public support for the agency above 51 percent as measured in annual research survey.	59%	83%	60%
Maintain Tahoe In Depth production and readership by publishing at least 2 issues per year.	2 Issues	3 Issues	2 Issues
Engage and educate the community through at least 8 events per year.	0 (COVID)	14	8
Facilitate the annual Lake Tahoe Summit to grow legislative relationships for the agency. Host at least one briefing of Congressional or state legislative staff per year.	2	2	1

Program Organization and Positions

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Finance and Administration Work Plan

Finance and Administration staff.

TRPA manages a $22 million budget to implement the fiscal year 2023 strategic initiatives and core activities. Financial support and integrity of operations is key to the agency's pillar to Operate as a High-Performance Team. The budget has nearly doubled in the last seven years to keep up with TRPA's growing implementation of strategic initiatives. The Finance team operates with the core value of responsible fiscal management supporting the strategic initiatives and core activities across all divisions.
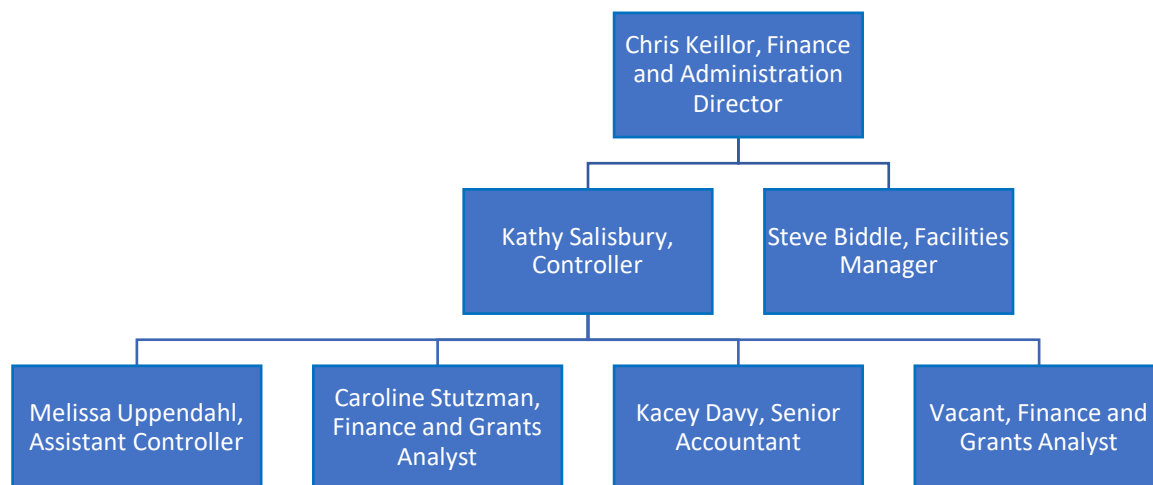
Core Activities

1. Partnership – The ability to coordinate and support internal and external partners is a critical function for the success of this work plan in general. In turn, the core activities of the finance support team could not be implemented without these partnerships. It is a true symbiotic relationship helping all parties to do each job better. TRPA budgets are developed to mirror the work plan and implement agency priorities. The Finance support team proactively educates staff on how to follow policies while implementing their programs so they remain in compliance with requirements from funding organizations and can work more efficiently. Finance support staff prepare regular reports to inform program managers about financial status, compliance with their budgets, and finalizing projects. Reliably delivering core services like accounts payable, payroll, and procurement services builds trust between all parties for a better partnership and supports work plan deliverables.

2. Sustainability – A main goal and purpose of TRPA's financial support team is to preserve TRPA's excellent reputation for financial integrity to maintain eligibility for continued funding. TRPA submits accurate and timely reports requesting reimbursement of grant expenditures to remain solvent. We continue to identify and apply for new funding opportunities to support TRPA's mission. This involves coordinating applications, monitoring budgets, and planning for succession through cross-training to provide sustainable practices and leadership.

3. Integrity and compliance – TRPA consistently applies policies to accommodate federal, state, and local grant regulations and ensure efficient use of public funds. The agency tracks all expenses and provides reports to stakeholders such as monthly financials, quarterly progress reports, and financial reporting including requests for grant reimbursements. TRPA follows established internal control practices to prevent internal and external opportunities for fraud. Policies are modified as needed to improve implementation. All financial support activities are reviewed annually by an external audit firm delivering financial statements that demonstrate the overall financial health and integrity of the agency.
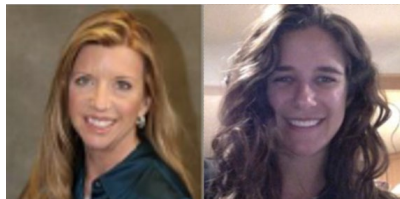
Performance Measures

Measure	2020/2021 Actual	2021/2022 Actual	2022/2023 Actual	2022/2023 Target
Achieve an unmodified independent audit of our financial statements	✓	✓	Expected by December 14, 2022	December 14, 2022
Grants Management – meet all deadlines for reports, invoices, proposals, and other requirements.	not measured	not measured	Expected to report in November 2022	85%
Complete the Month End Processes in time to Prepare Financial Reports. Due one week prior to GB, except June Financials.	100%	100%	100%	100%
Submit, negotiate, and finalize Indirect Cost Rate with the cognizant agency (Department of Interior)	✓	✓	Expected by June 30, 2022	June 30, 2022
Complete Bi-weekly Accounts Payable by Friday of the processing week.	100%	100%	100%	100%
Complete Bi-weekly Payroll by 10:00am on Wednesday to ensure employee paychecks are received on time.	100%	100%	100%	100%

Organization and Positions

Chris Keillor, Finance and Administration Director
- Kathy Salisbury, Controller
  - Melissa Uppendahl, Assistant Controller
  - Caroline Stutzman, Finance and Grants Analyst
  - Kacey Davy, Senior Accountant
  - Vacant, Finance and Grants Analyst
- Steve Biddle, Facilities Manager

Human Resources and Organizational Development Work Plan

Human Resources and Organizational Development staff.

***Putting People First:* A Winning Workplace Culture that embraces Connection, Communication, and Continuous Improvement.**

TRPA relies on diverse and talented individuals and teams to support and implement TRPA's mission and various agency-wide strategic initiatives. The Human Resources department's overall responsibility is to focus on the people and to ensure that the Agency continues to recruit and retain exceptional individuals who embrace the vision, mission, and core values of the organization. Human Resources champions and reinforces a positive workplace culture by addressing the following core activities.

Core Activities

1. **Talent Recruitment & Selection:** To "put people first" we must first ensure that the employees we recruit, and hire are able to support our current team environment and understand and embrace TRPA's core values of collaboration and partnership. Human Resources' goal is to employ intelligent and driven individuals who are motivated by a changing and challenging environment. We foster individuals whose values align with TRPA's core values of collaboration and partnership, while also appreciating the opportunity to develop beyond their current level. Human Resources achieves these objectives by:
   - Working with hiring managers to focus on the necessary qualities and traits needed to be successful in a changing and dynamic environment.
   - Integrating those required characteristics into our recruitment and selection strategy, while weaving in opportunities for diversity, equity, and inclusion, which allow for diverse perspectives.
   - Reducing time to hire by monitoring and reviewing applications with hiring managers to determine those who are most qualified and assist division and program managers with selection of the best candidate.
   - Evaluating individuals who meet those characteristics and are motivated by our mission, vision and core values through panel interviews and demonstration of the qualities we are seeking.
   - Initiating competitive employment offers in a timely manner.
   - Reinforcing our mission and values through our onboarding program.

2. **Employee Relations, Engagement and Retention:** To ensure a culture where our shared beliefs, values and priorities are reinforced through various communication channels and employees feel connected to each other and our common purpose by:
   - Conducting feedback surveys of new hires to determine initial onboarding satisfaction as well as employee pulse surveys to determine overall job happiness.
   - Promoting open door policy, and diversity, equity, and inclusion initiatives.

- Facilitating bi-weekly *Coffee with HR* sessions to promote opportunities for open door communication on any topic, and HR and benefit related questions/issues.
- Creating and maintaining practices that make TRPA a "Best Place to Work".

3. **Learning & Development**: To build leadership capability and capacity, while developing our most valuable resource in a challenging and changing environment, to ensure agency goals and initiatives continue to meet the needs of the region. Activities include:
   - Creating a proactive learning & development curriculum that will foster development at the individual level, the team level and for the organization as a whole.
   - Determining succession opportunities and planning possible career paths, through stretch assignments and cross functional teamwork.
   - Creating opportunities for cross-agency connection and in person interaction, communication, and knowledge sharing while allowing flexibility (how, when, where) in managing work projects.

4. **Compensation and Benefits:** Ensuring that TRPA's compensation and benefit package meets our employees' needs is essential to facilitating a competitive recruitment and retention plan. Activities include:
   - Ensuring TRPA's compensation and benefit package meet our employees' needs by raising our entry level salary to the 25th percentile and aligning current staff salaries to similar public agency and organization market ranges and inflation adjustments.
   - Aligning performance goals and measures with incentive pay awards that support teamwork and reinforce collaboration.
   - Ensuring a robust health insurance package that provides access to quality health care practitioners in the communities where our employees reside.
   - Providing flexible work arrangements that allow our employees to manage both their work and their lives.

5. **Performance Management:** In order to achieve organizational objectives and goals, it is important for the agency to be able to measure, monitor, improve, and recognize overall performance. Activities include:
   - Creating and monitoring performance development goals for individual employees.
   - Conducting regular, on-going feedback and feed forward sessions to ensure alignment with agency initiatives and core activities.
   - Conducting annual performance reviews, tied to developmental goals, strategic initiatives and core activities, core competencies, and agency values.

6. **HR and Legal Compliance:** To ensure that the agency maintains a safe, equitable, and inclusive environment through fair and consistent application of policies, practices, and procedures. This includes:

- Reviewing and updating the Employee Policy Manual on a regular basis to remain current with new laws and regulations.
- Providing training on policies and regulations affecting the workplace (i.e., Respectful Workplace, Safety, legal compliance issues for Managers, etc.)
- Providing regular communication and transparency on operational issues.
- Offering electronic accessibility to policies and procedures.

7. **Digital Optimization:** The goal for this core activity is to increase utilization by staff of software platforms that manage the employee life cycle and promote employee engagement such as UKG Ready, TRPA's Human Resource Information System (HRIS), MS Teams, etc. Activities include:
- Utilizing UKG for all recruitment and application materials.
- Developing and maintaining digital new hire onboarding documents.
- Setting goals and reviewing performance utilizing the agency's HRIS.
- Digitally documenting employee status and pay changes.
- Facilitating insurance and other benefit enrollments and updates.
- Facilitating communications, meetings, and other employee feedback and engagement through both in person and virtual platforms.

Performance Measures

Measure	Target
Establish and maintain time to hire for all open/vacant positions	90 Days from opening
Establish new hire onboarding satisfaction and overall employee organizational and job satisfaction goals and benchmark to organizations that have won Best Places to Work	85 – 90% satisfaction
Reduce attrition	<10%
Based on established performance measures, increase staff salaries, ensure equitable and fair compensation practices, create incentive compensation programs	All employees >25th percentile
Update Employee Policy Manual to maintain compliance with federal and state requirements	Annually
Increase utilization of HRIS system by staff for benefit enrollments, learning engagements, performance management.	Utilization by 75% of staff

Organization and Positions

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┌─────────────────────────────┐
│   Angela Atchley, Director,  │
│    Human Resources and       │
│      Organizational          │
│       Development            │
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│    Katy Waldie, Human        │
│  Resources Coordinator       │
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AGENDA ITEM NO. IX.D