



June 6, 2022

Joanne Marchetta, Esq., CEO
Tahoe Regional Planning Agency
128 Market Street
Stateline NV 89410

Dear Joanne,

I am writing on behalf of the leadership of the Lake Tahoe Marina Association (LTMA) to thank you for the thirteen years of your leadership at the helm of Tahoe Regional Planning Agency.

The period of your leadership may come to be known as the golden years of this organization. Through your thoughtful and cooperative approach and your awareness of how the decisions affect thousands of hard-working Tahoe basin residents, you have successfully met the challenge of making recreation possible without compromising lake clarity.

Because you involved the stakeholders in decisions, you were able to achieve results that had eluded the organization for decades. Case in point is the passage of the Shorezone ordinance. You brought together all those having Shorezone interests in common. We are grateful that you reached out to the LTMA to participate in the process.

When quagga mussels were about to become a nuisance, once again cooperatively you put in place boat inspections that have been so successful that we do not anticipate having that problem occur here.

You have also inspired the decision makers at TRPA to work cooperatively with all applicants without sacrificing lake clarity. This is indeed remarkable, and it is a pleasure to work with your staff who take their responsibilities seriously,

You also inspired the Lake Tahoe Marina Association. At this point we are all either certified clean marinas or completing the task towards certification.



We are further delighted that you will be staying on to train staff further so that history is not lost, and the cooperative approach will forever become part of the TRPA modus operandi.

We ask you to make this letter part of the TRPA Governing Board records.

Sincerely,

Mansoor "Elie" Alyeshmerni, President
Patrick Bagan, Bob Hassett, Jim Phelan, and Cathy Walsh, officers
Charles Remington Goldman, Science Advisor to LTMA

Date: 6/12/22

To: TRPA Governing Board

From: Kevin Drake, Placer County Lay Representative, Advisory Planning Commission

Re: TRPA Executive Director search and next steps

Hello Governing Board members. I am emailing you today to share my recommendations regarding the departure of Joanne Marchetta and the search and hiring of a new TRPA Executive Director.

Cutting the Cord

I strongly recommend that you do not approve Joanne Marchetta's proposal to remain on staff at TRPA in any capacity, particularly as it relates to leadership development. Staff leadership development should be the purview of the incoming Executive Director, not the outgoing ED, who has had 13 years to develop stronger leadership among TRPA staff. The Tahoe Basin needs a fresh start with strong, visionary new leadership at the ED level. The last thing a new Executive Director needs is for the former ED to be on staff and any potential resistance to changes in TRPA operations that may come along with that. If the former ED were to remain on staff, I believe it would have a negative effect on our ability to attract top talent for the ED role. I also recommend that you do not approve the ED's proposal to carry the "Emeritus" title after her departure from her current role. Although this is common in academia, I believe it has little relevance in this context. Joanne Marchetta has dutifully served her time in this role, and it is time to fully cut the cord upon her departure at the end of June.

ED Search and Hiring Process

I believe this is the most critical hiring decision in the history of TRPA. The Basin economy is crumbling. Our communities are starving for affordable housing, progressive redevelopment, and policies that truly support local entrepreneurship. TRPA policies are often preventing, rather than supporting, significant progress in these areas for our Tahoe Basin communities. As a long-time North Tahoe homeowner and local business owner employing 60 people, I speak from first-hand experience. We desperately need a new results-focused ED who will deliver triple bottom line results for the entire Tahoe Basin. To this end, I strongly suggest that you engage a subcommittee of Advisory Planning Commission members to help create the search and hiring criteria for the new TRPA ED, and to potentially review and vet applicants.

Thank you for your consideration and your service to the people of Lake Tahoe.

Kevin Drake

Placer County Lay Rep, TRPA APC

Kings Beach resident since 2004

Owner of Alibi Ale Works

Dear Mr. Bruce-

I am writing to you to share thoughts in the search for a new ED director at TRPA. At a minimum this person should:

- Be an advocate for the Triple Bottom Line as a way to keep the communities financially strong (local wealth retention) and therefore able to steward the Lake. They must support incremental redevelopment and remove barriers to allow small reinvestment.
- Have motivation to handle the nuts and bolts of the Lake Tahoe environmental thresholds. They should be strong on noise, emissions, parking, and understand that the driver of impacts is recreation.
- They would be an advocate for parking reform and switching from parking minimums (thou shall have no less than) to parking maximums (thou shall have no more than).
- They should support a strong Transit Authority (like TTD) and empower them to make regional transit decisions that cross jurisdictional boundaries.
- They must optimize access to the lake for transit and limit the amount of personal vehicles or at minimum find a way for those that elect to use personal vehicles to pay/offset their impacts.
- They must be a visionary that desires for this area to set a national standard for emissions, transit, garbage management, parking, and vmt. As an example, TRPA famously banned two-stroke engines in the late 1990s and changed the industry overnight while protecting the Lake.
- They need to bring common sense management to STRs and recognize the impacts they have caused. TRPA has allowed neighborhoods to be commercialized without amending the TAU commodity requirements since modifying the Code of Ordinances in 2004.
- They need to support innovation and provide space for new ideas in BMPs, coverage, water quality, and land use management/mitigations.

I am concerned about the current ED staying on as an "emeritus" or a consultant for the following reasons:

- When it's time to move on it's time to move on. In high profile public positions, succession planning should happen before one leaves, not after.
- Having the former ED looming over the new hire will discourage smart and capable people from applying. It's important to set up the incoming hire for success.
- Given that we have an affordable housing crisis, a worker crisis, a small business crisis, severe STR impacts, blighted communities, weak transit, lack of broadband, over tourism, lake warming, and increasing congestion we need to create room for this new leader to improve these problems and not have them held back with the departing leadership's strategy.
- In my opinion, the leadership strategy (over the last 15 years) has been reactionary vs. proactive, more concerned with defensible compliance than implementing community desired results.
- The MOU agreements with other Agencies have not born fruit. With local jurisdictions processing TRPA purview I have experienced:
 - project review efficiency has plummeted
 - there is rote implementation of standards with little to no nuance or understanding of flexibility within TRPA requirements to achieve common community goals
 - TRPA has lost its presence in the local community as a community stakeholder (North Lake)

- costs have increased multifold on the smallest projects exacerbating housing crisis and small business crisis

Change is an opportunity and this is not an easy task to accomplish given the complexities of the Basin. Thank you for considering these thoughts.

I recognize that the above does not capture the good accomplishments that have happened in the last 15 years but, I wanted to keep the letter succinct and focused on the present needs. I wish the current ED the best in her new well earned retirement.

Sincerely,
Andrew

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Andrew T. Ryan PE

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