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**Errata**

**Agenda Item No VII.A.1 Julie Regan Performance Review**

The following changes were made to include a revised staff report with the correct accomplishments, Attachment A Self-Evaluation, and change the Summary of Performance Review Results to Attachment B.



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REVISED

STAFF REPORT

Date: December 6, 2023

To: TRPA Governing Board

From: TRPA Staff

Subject: Executive Director Performance Review and Proposed Compensation

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Summary and Staff Recommendation:

The performance review process for the Agency's Executive Director, Julie Regan, is from December 2022 through November 2023 and consists of the following: a summary of Agency accomplishments, a brief self-assessment of performance, and an evaluation from Governing Board members, members of Staff and a selected group of partner agencies.

Staff requests consideration of a proposed base pay adjustment for the Executive Director based on performance through this time period.

Required Motions:

In order to approve this motion, the Board must make the following motion, based on the staff report:

- 1) A motion to increase Julie Regan's base pay to \$207,926.80 per year effective December 10, 2023.

In order for the motion to pass, an affirmative vote of any eight Board members is required.

Discussion:

Accomplishments for the time period listed above are set forth in the self-evaluation of Attachment A and include advancing Board directed strategic priorities such as the Tahoe Living: Making Housing More Affordable and Growing Complete Communities, Keep Tahoe Moving: Improving Transportation Infrastructure and Destination Stewardship, and Restoration and Resilience: Accelerating Environmental Improvements. Accomplishments also included an agency reorganization with the change in leadership, which involved promotion of staff members to key positions, adding a Chief Science & Policy Advisor, and overall staff retention and positive employee satisfaction.

Recommendation for a 4% salary increase is in line with TRPA's compensation policy and the most recent distribution of increases to the senior level staff.

Contact Information:

For questions regarding this agenda item, please contact Angela Atchley, Human Resources Director, at (775) 589-5238 or [aatchley@trpa.gov](mailto:aatchley@trpa.gov).

To submit a written public comment, email [publiccomment@trpa.gov](mailto:publiccomment@trpa.gov) with the appropriate agenda item in the subject line. Written comments received by 4 p.m. the day before a scheduled public meeting will be distributed and posted to the TRPA website before the meeting begins. TRPA does not guarantee written comments received after 4 p.m. the day before a meeting will be distributed and posted in time for the meeting.

Attachments:

- A. Summary of Accomplishments and Self-Evaluation
- B. Summary of Performance Review Results

Attachment A

Summary of Accomplishments and Self-Evaluation



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## MEMORANDUM

From: Julie Regan, TRPA Executive Director

To: TRPA Governing Board

Date: November 16, 2023

Re: Accomplishments & Performance Self-Assessment: December – October 2023

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The Board holds the Executive Director accountable to implement the Agency's annual Work Programs and three current Board-directed strategic priorities established to carry out TRPA's adopted strategic direction: **Tahoe Living** (housing and complete communities), **Keeping Tahoe Moving** (transportation and destination stewardship), and **Restoration and Resilience** (Environmental Improvement and climate programs). Set out below is a self-assessment looking at performance and accomplishments on these goals over the last 11 months.

### Overall Assessment

TRPA had an extraordinary year. I am exceptionally proud of the team-building success that we've achieved together. From board-to-board member relations, staff development, partner engagement, and community conversations, the year was filled with progress across the spectrum. Executive leadership transitions are difficult for any organization, but I believe by working together as board and staff, we've not only maintained our organizational effectiveness, but also we've broken new ground in accelerating achievement in multiple program areas. Tough challenges lie ahead, so we will redouble our commitment to collaboration and team building in 2024 in order to fulfill our mission and mandates set forth in the Bi-State Compact.

### Tahoe Living: Making Housing More Affordable and Growing Complete Communities

The Regional Planning Committee (formerly RPIC) advanced a suite of innovative policy changes to the full board for consideration in December following nearly two years of work with the community, housing experts, the board, and stakeholders. Given the nature of TRPA's work with constantly emerging issues and necessary daily problem solving, staying on track with major initiatives is a challenge. Our team exceeded expectations this year and delivered Tahoe Living Phase 2 amendments under the leadership of John Hester and Regional Planning Committee Chair Vince Hoenigman. We are nearing the finish line of this phase of critical work to improve environmental quality at the lake while supporting the dream of local residents to live in safe communities and affordable homes at Tahoe.

The latest assessor's parcel data from local governments show that basin-wide assessed property values (not market values – that number is considerably larger) have hit an all-time high of more than **\$35 billion**. TRPA's work to protect the lake also supports property values

throughout the region and the tax revenues that support local services. Given the affordable housing crisis in the Tahoe Basin, this strategic priority is of the utmost importance to reduce vehicle miles traveled from workers commuting into the basin and to meet the policy directives from the states of California and Nevada to make housing more affordable.

Other highlights in this strategic priority area include the following:

- Our Research and Analysis team dug deep into **Census data** this year to support our long-range planning work in the housing and destination stewardship initiatives. Business and community leaders have requested our presentation on emerging trends for their groups (originally presented to the Governing Board in October) furthering TRPA's reputation as a regional leader in data analysis.
- Teams achieved herculean results on **permit process improvements** to enhance public service, realign resources to focus on the highest environmental priorities, and improve cost recovery on filing fees. This major accomplishment occurred simultaneously while planners met targets of **processing between 1,100 and 1,200 permits hitting performance standards** of the 30/120-day reviews. Compliance teams also exceeded goals despite record-breaking snowfall amounts and difficult weather conditions.
- We formed a new team devoted to public service and hired a new position of Public Service Specialist to transform our front lobby into a service-oriented, efficient, and welcoming space. A **new online permitting appointments system** is also live.
- We upgraded permit tracking software and executed the digital first initiative (with special funding from the state of Nevada). So far, our team and consultants have **transformed 10,000 paper files into a digital format**. For the first time in my 20 years at TRPA, the file room shelves aren't busting at the seams. Only 190,000 files to go!
- The Regional Planning team made significant progress on updates to the Regional Plan and Code of Ordinances to include **climate smart amendments**. We engaged UC Davis students and community stakeholders in the work.
- TRPA staff and local government partners secured more than **\$2 million in California grant funding** thanks to board member support from Ashley Conrad-Saydah and others to begin Phase 3 of the Tahoe Living strategic priority. We hired two new planners (Michelle Brown and Kaley Arboleda) to advance this work and support our seasoned planners Karen Fink, Alyssa Bettinger, and Jacob Stock.
- The team supported **area plan amendments** in multiple jurisdictions (Placer, Washoe, City of South Lake Tahoe) and engaged hundreds of community members constructively in various venues on land use matters (community meetings, webinars, phone calls, emails, individual meetings, farmers markets, etc).
- Long-tenured Special Projects Manager Paul Nielsen collaborated with multiple staff members in different departments on major projects this year representing **hundreds of millions of dollars of investment in Lake Tahoe's restoration** while supporting local community revitalization. The team worked with applicants to ensure large projects like the Waldorf Astoria Lake Tahoe (approved by the Governing Board), the Hyatt Incline renovation (approved at staff level), and those in the permitting stage including the Cal-Neva revitalization, Boatworks Mall in Tahoe City, Homewood master plan, and the Lakeside Inn property which will be transformed into a community hospital.

### **Keeping Tahoe Moving: Improving Transportation Infrastructure and Destination Stewardship**

- **MPO Re-certification** - As part of this strategic priority, our one-of-a-kind Tahoe Metropolitan Planning Organization (TMPO) status was successfully audited and re-certified this year. Feedback from the certification review continues to herald the Tahoe MPO operations as a model of best practices, including our public engagement and outreach and information tracking and management systems (i.e., LT Info).
- **“7-7-7” Funding Framework** - This year we hit a milestone with the Tahoe partnership exceeding the “7-7-7” goal for new transportation investments from the federal, state, local, and private sectors. All partners secured more than \$22 million in new revenues to improve transportation at Tahoe. TRPA’s MPO role is critical to delivery of a \$2.4 billion program of transportation infrastructure over the 25-year life of the Regional Transportation Plan (RTP).
- **RTP Update** - We initiated the update of the RTP this year with model and data preparation. We also drafted performance measures, executed the Vision Zero Safety Plan, completed the transportation equity study, and laid the groundwork for the next two years of work to fulfill our MPO requirements for the RTP update. The **board also approved more than \$100 million in transportation funding** for our implementation partners, which is higher than most Tahoe annual transportation program investments.
- **Responsible Tourism & Destination Stewardship** - Another big accomplishment included the launch of the **Destination Stewardship Plan** in June, resulting in significant media and the formation of a destination stewardship council to advance **32 key actions**. Tangible progress since the plan’s adoption is making the outdoor recreation experience more enjoyable by reducing the impacts of traffic, trash, and illegal campfires, among others. TRPA played a critical backbone support role in the plan’s creation with staffers Jen Self and Devin Middlebrook facilitating the 18 partners in the multi-year project.

### **Restoration and Resilience: Accelerating Environmental Improvements**

- **Record federal funding, up \$4 million from the previous year** - Tahoe partners collectively **secured more than \$34.3 million** in federal FY23 through the Lake Tahoe Restoration Act (LTRA), congressionally directed spending, and the Bipartisan Infrastructure Law for the EIP. This high-water mark for Tahoe’s federal funding is double where it was five years ago. TRPA plays a vital leadership role in the partnership advocating for Lake Tahoe in Washington D.C. and our two states. We also **secured an additional \$25 million authorization for the US Army Corps of Engineers** to continue EIP work in Tahoe and gained bi-partisan support for the extension of the LTRA. I also had the honor of testifying on Tahoe’s destination stewardship work at a congressional hearing at the request of US Senator Jacky Rosen.
- The External Partnerships team successfully led and executed the **January 2023 Tahoe Interagency Steering Committee strategic planning retreat** and established new

partnerships and connections among the new EIP leaders in the basin. In addition, TRPA staff played a leadership role in the successful 2023 Lake Tahoe Summit featuring US House Speaker Emerita Nancy Pelosi. The team led the first Summit Staff Field Tour to showcase EIP projects to nearly **30 federal, state, and local key staffers**. Governing Board Chair Cindy Gustafson and other board members supported the Summit Field Tour which received positive feedback from the participants and elected officials.

- **Aquatic Invasive Species (AIS)** - This fall, the AIS program was challenged with the discovery of the New Zealand mudsnail. Our team led an interagency, **science-based rapid response** including an incident team that managed media and public outreach, lake-wide surveys to determine the extent of the infestation, and coordination with science experts. Also in the AIS program, the team provided leadership and independent monitoring to complete Year 2 of the Tahoe Keys Control Methods Test.
- **Community engagement** - The communications team organized a **series of TRPA Talks** around the lake for community members to meet TRPA's new Executive Director and discuss key issues of concern. In addition, the team produced two issues of the agency's award-winning environmental newspaper, Tahoe In Depth, featuring more than 40 quality news stories. The paper is mailed to all 39,000 homeowners in the Basin and is distributed around the lake to reach other residents and visitors. This work supported all of the Agency's programs and environmental goals.

#### **Essential Agency Backbone Achievements**

Progress on TRPA's strategic priorities is impossible without the backbone support of operations and the steadfast execution of core business. A few highlights of note:

- **Bringing science to the Executive Team** – As part of our Agency reorganization, I promoted Dan Segan to Chief Science and Policy Advisor. Dan brings a wealth of knowledge in this important position to build bridges between science and policy. Dan and our team's work with key stakeholders on vehicle miles traveled (VMT) issues will be presented to the Regional Planning Committee in December. Dan works with the Tahoe Science Advisory science community on lake clarity and other resource matters.
- **Nevada's 1/3 funding share** – Nevada is now meeting its one-third general fund share of our operating budget after working for years since the Great Recession to restore funding to TRPA. This major accomplishment was made possible by staff working under the leadership of many Nevada board members as well as former Presidential appointee Bud Hicks. Keeping California's budget share intact despite its massive fiscal deficit was also a significant accomplishment with support from CA board members.
- **Staff Equity Committee** – Dozens of staff members have collaborated on an action plan for TRPA operations to ensure our policies are equitable and inclusive. One of the committee's many accomplishments is adding a language translator on TRPA's website and permit application software. Another accomplishment is working with the Washoe Tribe of Nevada and California to display a land acknowledgement in the newly created



**Da?aw Room** where a map is framed of the tribe's ancestral lands. Bolstering tribal engagement is one of our top priorities for 2024.

- **Shoreline Program** - Five years after adopting the comprehensive shoreline program, our team is in full implementation mode. Major accomplishments include mooring registrations, no wake zone safety education, illegal mooring enforcement, pier and buoy lotteries, and managing legal appeals. TRPA's stormwater program staff is actively engaging lakefront owners to complete BMPs as a required condition of finalizing their new mooring permits.
- **Financial integrity** – our Finance Team continues to shine and live up to its regional reputation as trusted fiscal agents. TRPA and the USFS executed a \$5 million agreement to award federal EIP funds to partner agencies which would have been impossible were it not for our team's financial expertise and clean audits.
- **Building management** – after a winter with 700 feet of snow where many rooftops collapsed at Lake Tahoe, we were fortunate that our facilities team protected our largest asset: 128 Market Street. Building improvements are progressing into 2024.
- Support teams worked diligently to **improve meeting management and the public comment process** at Governing Board meetings this year. Katherine Huston, Marja Ambler, Tracy Campbell and other team members continue to improve the hybrid meeting experience and respond to myriad community inquiries in a timely fashion.
- **Staff retention and satisfaction** were top priorities during my first year as Executive Director. Thanks to the board's support, we made headway on long-standing goals for TRPA staff retention. I am pleased to report that over the last year, **only one of our 72 staff members left the Agency**. All told, we promoted 17 staff members, brought all staff up to the appropriate percentiles in their salary ranges (several staffers were below their target percentiles), completed a merit salary review process, increased the Agency's retirement contribution to 15% (not as generous as PERS, but improving), and maintained competitive health and dental benefits. Our Human Resources & Organizational Development team also delivered new training programs (**The Learning Lab**), supported organizational changes, and integrated hybrid and in-person work successfully by sponsoring field tours, staff outings, and in-person team activities.

#### **Building Our Team, Together**

Whether daylighting debates and different points of view among members at board meetings or workshopping ideas at strategic planning sessions, I am embracing the board's direction for more direct engagement in open session. Our Executive Team is committed to transparency and fairness and we will continue to hew to those principles and our drive to protect Tahoe. I am proud of our work in 2023 to ensure the lake is as breathtaking in the future as it is today and that we have vibrant communities going forward. Thank you for the opportunity to lead this world-class organization in concert with the scores of partners in our tradition of epic collaboration.

Attachment B

Summary of Performance Review Results

## SUMMARY OF PERFORMANCE REVIEW RESULTS

Ms. Julie W. Regan, Executive Director  
Tahoe Regional Planning Agency  
December 13, 2023

### Process:

Feedback on Julie Regan's performance this year is based on the time frame of December 2022 to November 2023. Ms. Regan wrote a self-assessment of her overall accomplishments for the above noted time period, which was e-mailed to two groups consisting of: all Governing Board members, all TRPA Staff members. All respondents were sent a confidential, anonymous survey link which asked for feedback on Ms. Regan's level of overall goal attainment and her performance on TRPA Core Leadership Competencies. Respondents rated her performance using a scale of *Exceptional, Fully Effective/Achieved, Effective/Achieved, Partially Effective/Achieved, Conditional Achievement/Needs Improvement*. In addition, there were three open ended questions (one asked for feedback on the ranked competencies, one was reflective of the past review period, and one focused on the future).

Additionally, a third group of agency partners was also asked to evaluate Ms. Regan's effectiveness as the Executive Director of the TRPA. This survey consisted of 4 questions that were ranked from Strongly Agree to Strongly Disagree, and 6 open ended questions that requested feedback on Ms. Regan's strengths, what the partner agency would like to see the Executive Director start doing, continue doing and stop doing, as well as feedback and suggestions for the next one to two years.

### Response Groups and participation rates from TRPA Staff and Governing Board:

Governing Board: 7 (19%)

TRPA Staff: 30 (81%)

### Overall Results: Both Respondent Groups

Both groups – representing 37 respondents – marked Julie *Exceptional* for 47% of all responses, *Fully Effective/Achieved* for 37% of all responses, *Effective/Achieved* for 11% of all responses, *Partially Effective/Achieved* for 2.5% of all responses, and *Needs Improvement* for 2.5% of all responses for all questions posed.

### Specific Results: Both Respondent Groups

**Question 1:** Referring to both your own experience and Ms. Regan's written summary, please rate her overall level of goal attainment for December 2022 to November 2023:

***35% ranked Ms. Regan Exceptional, 46% ranked her Fully Effective/Achieved, 16% ranked her Effective/Achieved, and 3% ranked her Needs Improvement.***

#### Rankings based on TRPA's Executive Director Core Competencies:

- **Leadership:** Seeing the big picture and the large landscape. Having a clear vision for the future of the agency and its mission and being responsive in setting direction to the Board's priorities.

*51% ranked Ms. Regan as Exceptional, 32% Fully Effective/Achieved, 11% Effective/ Achieved, 3% Partially Effective/Achieved, and 3% Needs Improvement.*

- **Strategic Management -- Shaping Strategy & Driving Execution:** Keep abreast of important trends. Constantly assessing the organization's status and perceptions of its effectiveness. Foresee obstacles and can solve problems. Also foresee opportunities and know when to step through an open door.

*41% ranked Ms. Regan as Exceptional, 41% Fully Effective/Achieved, 11% Effective/Achieved, 3% Partially Effective/Achieved, and 5% Needs Improvement.*

- **Breadth & Depth of Business Knowledge:** The Executive Director must be or become conversant in Tahoe knowledge, familiar with the underpinnings of a broad spectrum of specialized topics and operational details of a multitude of complex systems, and work in cross-functional capacity.

*68% ranked Ms. Regan as Exceptional, 22% Fully Effective/Achieved, 8% as Effective/Achieved, and 3% Partially Effective/Achieved.*

- **Communication, Influencing, and Negotiation:** This skill set is far reaching and complex, including the ability to positively influence, negotiate, and inspire trust with a mix of fairness, candor, respect, ethics, and integrity.

*54% ranked Ms. Regan as Exceptional, 35% as Fully Effective/Achieved, 8% as Effective/Achieved, and 3% Needs Improvement*

- **Seasoned & Critical Thinking:** Seasoned judgment -- sort through complex issues and relationships, determine the critical information, make tough calls at the right time. Break through external and internal resistance. Anticipate and manage problems before they escalate. Manage through ambiguity, with imperfect information and around political shoals.

*27% ranked Ms. Regan as Exceptional, 54% Fully Effective/Achieved, 11% as Effective/Achieved, 5% Partially Effective/Achieved, and 3% Needs Improvement.*

- **Interpersonal & Self-Management:** The abilities to be adaptable, confident, versatile, drive for success, understand others, and model desired behavior.

*54% ranked Ms. Regan as Exceptional, 32% Fully Effective/Achieved, and 11% Effective/Achieved, and 3% at Partially Effective/Achieved.*

### **Open Ended Questions:**

Themes from the optional “Comments” based on the rankings of the core competencies can be summarized as follows: “Ms. Regan has done an amazing job building and supporting the team; still finding her way into new role, look forward to watching her style and leadership evolve; enthusiasm and energy are remarkable; has accomplished a great deal in her one year as Executive Director; great example of collaboration and coordination; knowledgeable about the dynamics in Tahoe; listens to staff; appreciate the leadership and facilitation brought to the Board as we have transitioned staff, and Board. Her performance is strong and focused, organized strategic priorities. Marginal effort to garner Board priorities. Not clear when and how Board members can initiate consideration of issues. Do not always feel I am getting the real information.”

When asked to comment on which results stand out from the year, themes addressed staff retention, openness and support/encouragement of staff, feeling part of a team, effectively managed transition, instills confidence with staff, demonstrates responsiveness and improvement of her leadership, communication and approach to guiding the agency, took action on a number of items the Board identified in the strategic planning effort, progress on Destination Stewardship, Housing initiatives, increased funding and 7-7-7.

When asked to make suggestions for the next one to two years, responses ranged from “keep up the good work, be more verbal during GB meeting; let go of some approvals and delegate to others to improve work flow; keep talking to staff and checking in; monthly communication that ties the work we are doing with our strategy and timelines; don’t oversubscribe yourself and take time to reflect and think strategically; delegate; assess projects, programs and initiatives and be realistic about staff capacity and timelines; lead discussions on mobility options; continue board retreats and community engagement meetings; have more tough technical conversations that are not so easy and slickly laid out; be okay with causing waves; challenge staff and board to be more focused and selective on issues we choose to engage in.

### **Feedback from Agency Partners**

Agency partners answered 4 questions that were ranked from Strongly Agree to Strongly Disagree, as well as 6 open ended questions. The responses are as follows:

1. The Executive Director of the TRPA works collaboratively with me and my organization to push forward key initiatives for the Tahoe basin.

***75% Strongly Agreed and 25% Agreed***

2. The Executive Director of the TRPA exhibits strong communication skills that are clear and effective.

***75% Agreed, 25% Disagreed***

3. TRPA's Executive Director is effective at establishing, building and maintaining relationships while helping build consensus among partner groups.

***100% Agreed***

4. The Executive Director of the TRPA understands the broad spectrum of specialized topics and issues facing the Lake Tahoe Basin.

**75% Strongly Agreed, 25% Agreed**

**Open Ended Questions:**

**Please provide any comments you would like to add based on the questions answered/ranked above:**

*I think the Executive Director and the organization are losing the public relations battle with the anti-development groups. I'd like to see her focus on a stronger comms plan to change the narrative; Julie has a very strong grasp of all that is going on in the Tahoe Basin and the surrounding area. She is politically savvy. She communicates well with me and others. She has established many relationships during her career at TRPA that are beneficial to meeting the agency's mission; I have the utmost respect for Julie and am honored to work with her. There is no question that she is passionate about her role, the organization and the team she has built over the last year. She is a strong thought partner and leader in the community and a superwoman in her engagement in many things inside and outside of work. I think she has the potential to be an effective and exceptional leader.*

**What would you say are the TRPA's Executive Directors strengths:**

*Her vast knowledge of the issues, the history of the Basin, the relationships she has with leaders within and outside the Basin. Her ability to navigate through and collaborate with others to resolve issues. Her upbeat and solution oriented attitude; The executive director's willingness and ability to forge new relationships and work on strengthening existing relationships has proven to be valuable. The executive director and TRPA branched out through the Destination Stewardship initiative to bring the private sector to the table, one of the first times agencies and visitor organizations worked together. The executive director also has a great ability to step out in a public or political forum to speak about the Basin's successes and needs; Passion; knowledge of the players, issues and historical context in Tahoe; building an exceptional team at TRPA; responsiveness; willingness to meet on tough issues, dedication and experience.*

**What is one thing that you would like to see TRPA's Executive Director start doing?**

*Develop a communication plan to take control of the redevelopment narrative. It feels incredibly divisive in the Basin right now. She needs to step up into a leadership role in this space; Better coordination with me prior to Washington, DC visits especially when meeting on issues of mutual concerns with the Federal Delegation; TRPA has appropriately been focused on destination stewardship, housing, and transportation recently. These are incredibly high priority issues for the Basin. However, I believe there are stronger linkages between these issues and environmental health than we may understand with the current state of knowledge. I think there is an opportunity for the executive director of TRPA to drive an effort to better understand the linkage between these issues and environmental health so that Basin managers can align their efforts to yield the greatest impact; Take tough stands on issues that might be controversial, elevate the agency's role in accountability and implementation of plans and mitigation requirements, speak more honestly with the public and be less of a "cheerleader" for the organization.*

**What is one thing you would like to see TRPA's Executive Director continue doing?**

*Convening partners to help solve problems; sharing her insights of the issues and ideas for addressing them; I encourage the executive director of TRPA to continue to connect with peer agencies in smaller settings than TIE to really understand each other's priorities and pressures; Supporting and empowering her team and engaging with the broader conservation community to bring outside solutions to Tahoe,*

**What is one thing you would like to see TRPA's Executive Director stop doing?**

*Ignoring the current hostile environment in the Basin; Pause in creation of new plans until we can collectively make progress on current plans and objectives.*

**Looking forward to the next one to two years, what one idea or suggestion would you make to TRPA's Executive Director?**

*Step up into a true leadership role and address the growing group of anti-development folks. The TRPA's reputation is in need of repair right now. It won't happen overnight, but it's critical to the health of the Basin to shift this dynamic; make meaningful progress around Destination Stewardship and finding the right balance between ecological health and human occupation and development of the Lake Tahoe Basin; leverage the wealth in the Tahoe Basin to address the needs of the Basin and not depend so heavily on government funding, which is always an uncertainty; The extremes of climate change are having a much greater and acute impact on the Basin than previously imagined. I think there is value in TRPA's executive director bringing together managing agencies to have a conversation about taking a more holistic view around land management needs and concerns when it comes to administrative actions like permitting. Similarly, I think TRPA can help initiate a conversation and coordinate among managing agencies about how to best protect our communities from the impacts of extreme climate events and agencies roles in mitigating those; Shift resources and attention to ensuring implementation of mitigation measures and assessment of benchmark and regional goals.*