

Julie W. Regan

August 31, 2022

Tahoe Regional Planning Agency Governing Board
P.O. Box 5310
Stateline, NV 89449

Prothman Executive Recruiters
371 NE Gilman Blvd., Suite 310
Issaquah, WA 98027

Dear Governing Board Members and Prothman Recruiters:

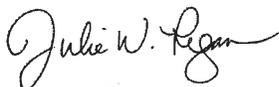
I am honored to be putting my name forward for your consideration to be the next Executive Director of the Tahoe Regional Planning Agency. The Tahoe Basin is at a pivotal point in its history, and I am respectfully submitting my application package which outlines my commitment to the Agency's and Lake Tahoe's future.

I have served in multiple positions with TRPA since 2003, where I've contributed to the positive evolution of the Agency. My leadership roles in other public and private-sector organizations prior to joining TRPA have also prepared me for this consequential post. My experience is diverse – from my knowledge of public infrastructure and land use, to running my own publishing company, I feel my qualifications are uniquely suited to lead TRPA.

Climate change is posing an existential threat to the Lake Tahoe we know and love, and strong leadership is essential for TRPA to navigate the turbulent waters ahead. As a Christmas Valley resident, I bear witness daily to the burned landscape from the Caldor Fire. The charred mountainside and blackened vegetation on my street are constant reminders of TRPA's critical role in the basin-wide partnership to build fire resiliency. Additional threats from invasive species and the rising demands on Tahoe's recreational resources require TRPA's next Executive Director to work with nearly 100 key partner entities in the Region. I've built relationships with these partners over the last 30 years and am poised to put them to their most beneficial use in service to the Agency's tradition of epic collaboration.

With such a dedicated, talented staff at TRPA, a committed Governing Board and Advisory Planning Commission, and a community passionate about protecting Lake Tahoe, the future is boundless. Thank you for considering my application to be the Tahoe Regional Planning Agency's next Executive Director.

Sincerely,



Julie W. Regan



United States Senate

October 18, 2022

Tahoe Regional Planning Agency
Governing Board
P.O. Box 5310
Stateline, NV 89449

Dear Chair Gustafson and Members of the Governing Board:

I write to express my confidence in Deputy Director Julie Regan and request that her candidacy for the position of Executive Director of the Tahoe Regional Planning Agency be given full consideration.

As you know, Lake Tahoe and myriad partners in the region, or "Team Tahoe," are incredibly important to me. Over the years, I have watched people, organizations, and government at all levels come together to do extraordinary things for the Tahoe Basin. The Tahoe Regional Planning Agency has played a central role in the successes of the past decades, due in large part to Executive Director Joanne Marchetta's collaborative and forward-thinking leadership.

I believe that Deputy Director Regan is well-suited to build upon all of the progress made these past decades. I have observed firsthand her leadership and advocacy in implementing the *Lake Tahoe Restoration Act* and putting together many Lake Tahoe Summits. With her help, we've secured more than \$80 million in federal funding for Tahoe over the last five years. She is poised under pressure and very knowledgeable about key issues impacting Tahoe, including land use, environmental restoration, transportation, public education and legislation.

Thank you for your commitment to protecting Lake Tahoe, and for your consideration of Julie Regan to serve as Executive Director of the Tahoe Regional Planning Agency.

Sincerely,

A handwritten signature in blue ink that reads "Dianne Feinstein". The signature is fluid and cursive, with a large initial "D" and a long horizontal stroke at the end.

Dianne Feinstein
United States Senator

DF/as

MARK E. AMODEI
2ND DISTRICT, NEVADA

HOUSE COMMITTEE
ON APPROPRIATIONS
SUBCOMMITTEE ON
FINANCIAL SERVICES AND
GENERAL GOVERNMENT
INTERIOR, ENVIRONMENT, AND
RELATED AGENCIES
LEGISLATIVE BRANCH

Congress of the United States
House of Representatives
Washington, DC 20515-2802

WASHINGTON, DC
104 CANNON HOUSE OFFICE BUILDING
WASHINGTON, DC 20515-2802
(202) 225-6155

RENO
5310 KIETZKE LANE
SUITE 103
RENO, NV 89511
(775) 686-5760

September 7, 2022

Tahoe Region Planning Agency Governing Board
P.O. Box 5310
Stateline, NV 89449

Prothman Executive Recruiters
371 NE Gilman Blvd., Suite 310
Issaquah, WA 98027

Dear TRPA Governing Board Members and Prothman Recruiters Representatives,

It is my pleasure to recommend Julie Regan for the position of Executive Director of TRPA. For over a decade, I have observed first-hand the transformation of TRPA from a reviled organization to a respected partner and Julie's contribution to this transformation is worth noting. Her commitment to build relationships at the local, state, and federal levels and dedication to meaningful community engagement have been cornerstones in TRPA's success story.

I have witnessed Julie's leadership in action over the last decade as we've worked together on the Lake Tahoe Restoration Act and the annual Summits. Her deep knowledge of all Lake Tahoe issues including the legislative protocols in both states and the federal government are key skills that any TRPA Executive Director should possess. She is well respected on both sides of the aisle in Washington D.C. -- which again, is an essential qualification for TRPA's next director. She can also manage a hostile crowd, turn objectors into supporters, and collaborate with stakeholders from all backgrounds which I also believe are essential skills for TRPA leadership.

I understand the importance of leadership succession planning and appreciate your consideration for Julie Regan as the next Executive Director of the Tahoe Regional Planning Agency.

Sincerely,



Mark E. Amodei
Member of Congress

August 29, 2022

Via US-Mail:

Governing Board Members
Tahoe Regional Planning Agency
P.O. Box 5310
Stateline, NV 89449

Prothman Executive Recruiters
371 NE Gilman Blvd., Suite 310
Issaquah, WA 98027

Re: TRPA Executive Director; Candidate Julie Regan

Dear Governing Members and Prothman Representatives:

I am writing to strongly recommend Julie Regan as the next Executive Director of the TRPA. During my tenure on the Governing Board, I worked side by side with Julie on a myriad of programs and issues. I believe the extraordinary successes of TRPA over the last 15 years have been the product of many factors including the Governing Board's commitment and the strong executive leadership to which Julie contributed substantially. Her close guidance, support, and strategic counsel to me, the Board and Executive Director Joanne Marchetta propelled the Agency in a positive direction and contributed to some of the largest policy milestones in TRPA's history:

- The Regional Plan Update of 2012
- The re-commitment of both states to the Bi-State Compact in 2013
- The Lake Tahoe Restoration Act (WIIN Act of 2016)
- The Shoreline Plan and development rights policy changes in 2018
- The Tahoe Events Center approval in 2020
- The Bi-State Consultation on Transportation Funding Framework Consensus in 2022

The back-channel diplomacy that Julie has led over the years directly contributed to these policy achievements. Without the support of the community, key stakeholder interests, legislative bodies, and state/federal administrations, we as board members would have had a more difficult time moving critical policy changes forward.

From her deft handling of media strategy and press relations to her leadership in creating the national award-winning environmental newspaper Tahoe In Depth, Julie's public engagement savvy has been a key asset to TRPA during her 18-year tenure. Her innovative advancements in sophisticated community relations coupled with her extraordinary leadership, positive attitude, and deep knowledge of Lake Tahoe issues uniquely qualify her to be TRPA's next Executive Director.

I have also been impressed by Julie's quest to pursue a Ph.D. in Environmental Science at the University of Nevada, Reno. As a University of Nevada alumnus, I couldn't be more pleased to see her excel in the doctoral program. Her knowledge of the intersection of science and public policy is key to TRPA's work to base decisions on sound science. Working in the demanding job as TRPA's Deputy Director while pursuing a doctoral degree is yet another example of Julie's drive to succeed and her ability to juggle multiple projects successfully.

I understand the importance of the decision before the Board, and urge the Board's consideration for Julie Regan as the next Executive Director of the Tahoe Regional Planning Agency. Please share my recommendation as you see fit and do not hesitate to call me on my mobile device (775) 843-9269 regarding this matter.

Sincerely

BRUCE LAW GROUP, P.C.

/s/ Mark Bruce

Mark F. Bruce, Esq



August 28, 2022

TRPA Governing Board Members
Tahoe Regional Planning Agency
P.O. Box 5310
Stateline, NV 89449

Dear Governing Board Members:

As the past Chair of the Governing Board who served for more than a decade, I am writing to offer my strongest support for Julie Regan as a candidate for Tahoe Regional Planning Agency (TRPA) Executive Director position.

My service on the board provided me many opportunities to work closely with Julie and the executive staff. She excels at collaboration and is a team player in every sense of the word. Her commitment to the Agency, the lake, and TRPA staff is unequivocal and she is known throughout the greater Tahoe Basin as a consensus builder.

We personally worked together on many tough issues. My first experience with Julie was after the Angora Fire. In 2009, I was a new board member and Julie sought out to help me understand the devastating impact the fire had on Lake Tahoe. We toured the fire area together talking about the next steps and where the TRPA could be a change agent to create best practices about fire prevention and a resilient strategy to protect the Lake and our communities. In my years on the Board, whether it was finding policy solutions on difficult projects like the Boulder Bay redevelopment project, the update of the 2012 Regional Plan or addressing aquatic invasive species and establishing the national recognized Watercraft Inspection Program Julie was at the forefront of effective communication to broker agreements that kept the Bi-State Compact in tack. Her undivided attention to detail brought parties together. Her extensive relationships with elected officials on both sides of the political aisle and at the federal, state and local level have helped the Agency immensely over the last 15 years. One word describes how best to operate in the Bi-state environment at the Lake — collaboration. The first necessary skill set it to find respect from those who you must work with on a daily basis. In return that respect is mutual. Being an honest broker in the Lake Tahoe Basin is a quality that's imperative to TRPA's next Executive Director.

Julie and I also share a passion for the lake and its communities. Her lengthy history of deep public engagement will continue to benefit TRPA for years to come. I witnessed firsthand her commitment to Agency staff as she aided in their development in effective communication and public presentations, science education, and problem-solving. TRPA's recent culture of customer service is a value Julie instilled and she was recognized for this work as the recipient of the Tahoe Chamber's Blue Ribbon Award for

Public Agency Service in 2018. My experience as the Santa Cruz County Chamber CEO for the last five years has shown me the importance of this type of recognition for TRPA – it shows the Agency’s dedication to not only to Tahoe’s environment, but also to its economy and communities.

I understand that you will have many qualified candidates for this important position in Lake Tahoe, and I believe that Julie Regan is the right candidate for this job. Leadership is not a place in line or a seat at the head of the table, Leadership is driven by doing all that it takes to bring people together for the greater good of the Lake. I have the utmost faith that Julie would carry on the tradition of courageous and compassionate leadership at TRPA.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Casey Beyer", with a long horizontal flourish extending to the right.

Casey Beyer
Chief Executive Officer
Santa Cruz County
Chamber of Commerce

(former TRPA Board Chair and California Governor appointee 2009—2021)

Santa Cruz County Chamber of Commerce * 3121 Park Avenue, Suite C, Soquel, CA 95073
831-457-3713 Phone
The SCCCoC is a 501c (6) non-profit corporation * Employer ID 94-0841660

1211 Oxford Road
Winter Park, FL 32789
August 29, 2022

Tahoe Regional Planning Agency
Governing Board Members
P.O. Box 5310
Stateline, NV 89449

Dear Governing Board Members:

I am a founding Co-chair of the Network for Landscape Conservation (NLC) and a current member of the Executive Committee of the NLC. I am writing in support of Julie Regan's candidacy for the position of Executive Director of the Tahoe Regional Planning Agency.

As the former Director of US Government Relations of The Nature Conservancy, and the current Director of the Gulf of Mexico Program, I have been involved in the Network for Landscape Conservation since its inception. The Network for Landscape Conservation brings together 250 partner organizations and 5,000 individual members in support of collaborative landscape scale conservation in which diverse groups work together to conserve and sustain the natural, cultural and economic assets of large areas of land and water.

I first met Julie in 2015 in Chicago at a meeting of the key members of what was then called the Practitioners' Network for Large Landscape Conservation. The purpose of the Chicago meeting was to structure a collection of interested landscape practitioners into a viable national organization with the ability to convene groundbreaking discussions and to affect national policy. Julie's initial involvement with the network was crucial to developing a streamlined identify for the group (new name, new visuals, web site, and key messages). Based on her enthusiastic and effective performance, Julie became Co-Chair of the NLC with me and then went on to serve a total of five years as Co-chair. During this time the NLC hired a staff, convened national meetings, developed a popular newsletter, and secured additional sources of funding.

The Coordinating Committee of the NLC which selects its chair is made up of highly experienced conservation leaders from across the country with backgrounds in federal, state and regional agencies, foundations, NGOs and the private sector. They chose Julie to Co-lead the organization based on her enthusiasm, clear and informed thinking, communications skills, ability to bridge differences and to deliver on her commitments.

Among the NLC's specific accomplishments during her tenure as co-chair were the planning and execution of a highly successful National Forum on Landscape Conservation held at the National Conservation Training Center, publication of "Pathways Forward", the report of the Forum's recommendations, creation of a Catalyst Grant Program for landscape partnerships with support from

the Doris Duke and Hewlett Foundations, managing and right-sizing the NLC's budget; and effectively chairing Coordinating Committee and Executive Committee meetings through often complex discussions.

Given Julie's 25-year history of work in the Lake Tahoe Basin, her record of effective engagement and leadership at a national level with NLC, and, particularly, her skill at collaborating with others to solve difficult problems, she seems, from my perspective, to be eminently well-qualified to lead the TRPA in what I am sure are the challenging times ahead. Thank you for considering my comments.

Sincerely,

Bob Bendick

Robert Bendick



October 19, 2022

Tahoe Regional Planning Agency
Governing Board Members
P.O. Box 5310
Stateline, NV 89449

Dear Governing Board Members:

Vail Resorts is celebrating its 20th year at Heavenly Mountain Resort in 2022 and we're proud of our partnership in protecting Lake Tahoe. Our company's mission to create the experience of a lifetime is front and center in our commitment to the Tahoe Basin.

The selection you're making for a new Executive Director is of paramount importance to the Tahoe Region. I'm writing this letter to urge your strongest consideration of Julie Regan for this crucial leadership position. Her vision for Lake Tahoe as a world class resort with a global reputation for environmental sustainability is the type of forward-thinking leadership the basin needs.

Heavenly Mountain Resort is one of the premier private sector partners in the Lake Tahoe Environmental Improvement Program (EIP), contributing more than \$26 million to the EIP over the last decade. Our team has worked closely with Julie in Washington D.C. and at numerous Tahoe Summits to shine a national spotlight on the Tahoe Basin. We have a long-standing tradition of collaborating with TRPA to advocate at the federal level for critical restoration funding. Julie's leadership among the Tahoe Partnership has been essential to securing this funding and in the passage of the Lake Tahoe Restoration Act in 2016. Our collective work with Julie and the Tahoe Partnership stakeholders has resulted in more than \$400 million of federal funds in Tahoe EIP projects since 2010. The bi-partisan congressional delegation considers Julie a trusted partner and her relationships have benefitted Lake Tahoe immeasurably.

Our team has also worked with Julie and her staff on the Heavenly Master Plan and implementing projects over the last several years in a positive and effective manner. Her commitment to public service and ability to solve problems as they arise are key strengths.

Thank you for the opportunity to provide feedback about Julie Regan as you deliberate on this important decision. Her proven track record, knowledge of the Tahoe community, and positive leadership style would benefit TRPA as it confronts some of the most pressing challenges of our time in the coming years.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Tom Fortune', written over a white background.

Tom Fortune
VP/COO
Heavenly & Tahoe Region
tfortune@vailresorts.com

P.O. Box 2180
Stateline, NV 89449
775/586-7000
www.skiheavenly.com

Aug. 28, 2022

Tahoe Regional Planning Agency:

I am writing to provide a recommendation for Julie Regan as TRPA considers its next executive director. As the public information officer from 2014 to 2019, I worked closely with Julie and saw firsthand the exceptional leadership, knowledge, and dedication she brings to Lake Tahoe and TRPA's mission.

As external affairs chief, Julie seamlessly navigated TRPA's partnerships with Nevada and California, federal agencies, Tahoe's congressional delegation, local officials, and a wide range of community stakeholders. Yet she also served as a valuable mentor inside TRPA, especially to me. While the demands on Julie's time were substantial – she worked nights and weekends routinely – she supported my work and coached me as I transitioned from a career in journalism to one in public affairs.

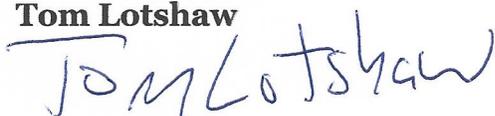
Julie instilled a broad appreciation of TRPA's partnerships and their importance and helped staff develop the skills we needed to also help those partnerships grow and bring about positive change for Lake Tahoe. She is a skilled collaborator and communications professional. She worked to share that expertise, ensuring that we had the resources and knowledge we needed to be effective writers, public speakers, and presenters to more effectively communicate about TRPA policies and programs and the issues affecting the Lake Tahoe region.

TRPA is at an exciting time in its history. By fostering a spirit of partnership and collaboration, TRPA and its partners have accomplished numerous things that once seemed out of reach – from the 2012 Regional Plan to the new shoreline program, development rights updates, and world-class programs to protect Lake Tahoe from aquatic invasive species, improve forest health, and integrate the latest science and research into policy and decision making. Julie has played a leadership role in achieving all these successes and many more, and in empowering TRPA's staff and partners to help do the same.

Selecting an executive director to follow Joanne Marchetta is a big decision for TRPA and the Lake Tahoe region. Julie's experience and expertise in communication, science, public policy, and collaboration make her a natural choice to lead the agency forward. I believe Julie will grow the spirit of collaboration at Lake Tahoe, leverage the successes it has achieved, invest in staff and partners, and help the region accelerate its progress on the challenges it faces.

Best –

Tom Lotshaw

A handwritten signature in blue ink that reads "Tom Lotshaw". The signature is written in a cursive style with a horizontal line underlining the first name.

Angela Moniot
143 Mayhew Circle
Incline Village, NV 89451

Dear TRPA Board Members,

With great respect, I write a character letter of recommendation for Julie Regan as she pursues the role of Executive Director for the Tahoe Regional Planning Agency (TRPA).

Under Julie's mentorship as TRPA's previous communications specialist, Julie fostered my professional skillset while motivating and inspiring the communications team to think strategically and creatively, resulting in best-in-class solutions and a positive work environment. Julie's early recognition of my talents led me to obtain a fulfilling career at Barton Hospital for seven years and now at Granite Construction Company, where I once again professionally collaborated with Julie on projects like the SR-28 Lake Tahoe East Shore Trail. Under Julie's and TRPA's partnering philosophy, the SR-28 Project earned the 2021 International Partnership Institute Award for superior collaboration in construction and environmental sustainability.

A natural leader, Julie's positivity and unwavering commitment to TRPA, as demonstrated through her 20-year career with the Agency, combined with her devotion to developing Agency leaders in their respective fields, speaks volumes of her character. Having experienced Julie's engagement with Agency staff, community, and government officials, I have first-hand knowledge of her honest, transparent communication style with whomever she engages. Julie leads with optimism, fostering an inspirational and healthy work environment. Always seeking opportunities in her personal growth, as supported by her Ph.D. pursuit in Environmental Science/Sustainable Tourism, Julie instills that same high level of commitment to professional development in Agency staff.

Julie's creation of fact-based journalistic publications like *Tahoe in Depth* and her exemplary writing style bolstered TRPA's professionalism over the last two decades. As a Tahoe native who grew up in Incline Village, I have observed in real time the positive shift in TRPA's reputation in the community. Julie's writing style and community engagement work reflect her commitment to the Agency's Strategic Plan; she is a leader in sustainability, uses best science, and drives high-performance teamwork.

Over many years of working with Julie, I have gained the utmost respect for her professional leadership and feel she would be an asset to the Agency as Executive Director.

Sincerely,

A handwritten signature in black ink that reads "Angela Moniot". The script is fluid and cursive, with the first letters of each word being capitalized and larger than the rest of the letters.

Angela Moniot

Charles R. Goldman

August 31, 2022

Dear HR Director Angela Atchley,

This letter is written in enthusiastic support of Julie Regan for the next Director of the Tahoe Regional Planning Agency. I have known her over her quarter century of work at and for Lake Tahoe. I have also been a strong supporter of the Agency since its creation and actually was some degree involved in its creation by joining the League to Save Lake Tahoe in visits to the then Governors, Paul Laxalt of Nevada and Ronald Regan of California to convince them that only with Federal controls could the qualities of Lake Tahoe be preserved for this and future generations. I have, of course, over the last 60 years been involved in promoting conservation of the fragile lake ecosystem and have known every TRPA director since the first appointment. I also believe I have a good understanding of what qualities are the most important for successful management of the agency.

First of all a knowledge of history of the agency over the years in response to the various pressures brought to bear on it decision making is important and Julie Regan has a quarter of a century experience with the Agency and currently serves as Chief and Director of External Affairs. This provides her with intimate knowledge of both the environmental and closely related political landscape that a successful Director must navigate. This seems to me one of the most important considerations in choosing new leadership of a mature agency. Her science background and the fact that she should soon earn a PhD from the University of Nevada provides important experience and the helpful stature to command both the respect and support from staff so essential for successful leadership of the agency. She will gain her degree under the direction of one of my most charismatic, successful, and intelligent former students, Professor Sudeep Chandra who now heads the Global Water Center at UNR. Science has certainly taken a severe political attack in recent years underscored by the disregard for the reality of climate change. I have watched the newsletter "Tahoe in Depth" which evidences her interest and knowledge of Science and its ever increasing importance in regulation and management of the Tahoe basin as a unique and increasingly valuable natural resource.

Julie Regan has a warm friendly personality which should be extremely important in obtaining a consensus of agreement on sensitive permitting questions in what will be a rapidly changing environment. I believe Julie Regan's commitment to the important task of leading the agency though what is likely to be one of the most troubled environmental decades of the century is certain and her enthusiasm for TRPA and its mandated job is unquestioned. I am pleased to strongly support her application for this extremely important job.

Charles R. Goldman
Distinguished Professor of Limnology Emeritus
Department of Environmental Science and Policy
University of California Davis
Currently Adjunct Professor, UNR and DRI
goldmantahoe@yahoo.com
530 400 8105



SIERRA AT TAHOE

October 17, 2022

The Hon. Members of the Governing Board
Tahoe Regional Planning Agency
P.O. Box 5310
Stateline, NV 89449

Dear Governing Board Members:

I would like to offer a letter of recommendation for Julie Regan in your consideration of the next Executive Director of TRPA. Having known Julie professionally over the last 30 years, and as a Christmas Valley neighbor, I am offering my wholehearted support for her candidacy to lead the Agency.

As the General Manager for Sierra-At-Tahoe since the early 1990s, I have worked with Julie during her tenure at the South Tahoe Public Utility District and during her multiple years of service on the Barton Hospital Board of Trustees. Her reputation as a visionary leader in the Tahoe community is known throughout the Region.

Julie is also well respected by the fire service community. As the Vice Chair of the Board of the Lake Valley Fire Protection District, I have first-hand knowledge of her leadership in helping create the Tahoe Fire and Fuels Team following the Angora Wildfire. She was instrumental in growing collaboration between the fire service and TRPA which was a key factor in sparing Tahoe homes from the blaze of the Caldor Fire last year. Julie also served as an important liaison between the fire district and TRPA's planning department to help us work through permitting questions and challenges during a critical renovation project at our fire station.

Julie's passion for Lake Tahoe, deep relationships with area leaders, and her extensive knowledge of the complex jurisdictional landscape in the basin all add to her qualifications for TRPA's Executive Director position. Having hired many professionals from out of the area only

to lose them after a few short years, I urge you to weigh Julie's decades-long commitment to Tahoe and proven track record of success in your decision.

If you have any questions for me about this letter of support, feel free to call or meet with me in person.

Sincerely,

A handwritten signature in black ink that reads "John A. Rice". The signature is written in a cursive, flowing style.

John A. Rice
Vice President/General Manager
Sierra at Tahoe
1111 Sierra at Tahoe Road
Twin Bridges, CA 95735

jrice@sierraattahoe.com



October 21, 2022
Governing Board Members
Tahoe Regional Planning agency
PO Box 5310
Stateline, NV 89449

Re: Candidacy of Julie Regan for the position of the Director of TRPA

I am writing on behalf of the Lake Tahoe Marina Association.

The first impression of meeting Julie Regan is "Wow, what a pleasant person"!

That is a correct assessment, but the best is yet to come.

She knows science and is dedicated to it, she knows the lake and is committed to its welfare and clarity. She knows the politics of the Bi-State and is very successful at maneuvering in it. She knows what people need and can put it all together.

I have seen her explain to dignitaries some aspect of the lake and have felt how wonderful that she is representing us and the lake.

Filling Joanne Marchetta's position is an awesome task, but if anyone can do it, it is Julie Regan. Joanne was successful because she had a cooperative approach.

This is now a part of the TRPA culture; collaboration comes naturally to Julie.

To know the science and to know the lake, and to know the people's need is necessary but not sufficient if you do not have the communications skills. She is a master at that. "Tahoe in Depth" is a great piece of communication.

I could write about her accomplishments and awards, but you will likely be made aware of it. Our members are subject to TRPA's rules regarding shoreline policy, dredging, boat inspections for invasive species, and electric vessels. We believe that TRPA's next leader should understand our unique issues and look forward to continuing to work with Julie Regan. She has our unconditional support.

Sincerely,

M. Elie Alyeshmerni, President

Julie Regan, Ph.D. Candidate

Career Summary

Inspirational leader with a proven track record of results in public policy, strategic planning, land use, environmental education, and professional communications. **Accomplished executive** with diverse background in both the public and private sectors. Extensive **relationships** at the local, state, and federal levels and experience leading multi-sector, **environmental restoration** program at Lake Tahoe through **collaborative processes** with engaged stakeholders.

- Executive **leadership** experience with **culture change expertise in high-profile, controversial environments**.
- Media-savvy government relations strategist with extensive knowledge of **environmental issues** including **water quality, wildfire, land use, transportation, and invasive species**. **Strong relationships with Western states' officials** including **California and Nevada Governors and Legislators**, staff, federal **administration** officials, and members of the Lake Tahoe **congressional delegation**.
- Expert communicator and **public speaker** experienced in **translating scientific information** for lay audiences.
- Creative **entrepreneur** with **startup and organizational turnaround experience**. Recipient of the nation's top communications **awards**, the Silver and Bronze Anvils, for exceptional programs and **results**.
- Deep **private sector experience** in the utility sector, publishing, and corporate resort development.
- Near completion of doctoral research in **environmental science** at the University of Nevada, Reno focusing on the science-policy intersection in **sustainable/responsible tourism**.
- **Sought-after thought leader** for keynote speeches from coast to coast.

Experience

TAHOE REGIONAL PLANNING AGENCY (TRPA), Lake Tahoe, California/Nevada.

Deputy Director/External Affairs Chief • 2003-present.

Driver of **positive culture change** at Lake Tahoe Bi-State Compact Agency with unique authority in the United States. Deputy Director of this high-profile public Agency with the mission of environmental protection and community resiliency. **Served as Acting Executive Director for extended periods over the last five years**. Key functions include **chief government affairs strategist**, media relations, **science education**, and advising the Executive Director on the management of the Agency's annual **\$22 million budget**. Represent the Agency on policy matters before the **United States Congress**, along with the California and Nevada **Legislatures**. Represented TRPA in a professional manner in more than **1,000 media interviews with positive outcomes for the Agency's reputation over 18 years**. Executive **lead** on myriad TRPA initiatives including Transportation, **Destination Stewardship, Diversity, Equity, and Inclusion**, and the Lake Tahoe Environmental Improvement Program (EIP).

Key Accomplishments:

- Provide **executive oversight** to the Environmental Improvement Program, a **\$2.6 billion landscape-scale ecosystem restoration program** consisting of nearly 100 organizations from the federal, state, local, and private sectors. Serve as Co-Chair of the Tahoe Interagency Executive Steering Committee, the governance arm of the EIP. Worked with partners over time to build the **Lake Tahoe Summit** into a prestigious annual gathering.
- Secured **millions in critical funds** for restoration projects and TRPA's operations by collaborating with partners. Contributed to the writing and successful passage of the **\$415 million Lake Tahoe Restoration Act in 2016** which has delivered approximately **\$80 million** for Lake Tahoe's restoration. Helped secure more than **\$15 million** in federal transportation funding in the FAST Act of 2015 and **\$17 million in the Bipartisan Infrastructure Law** of 2021. Designed and implemented **bi-state legislative strategies** to leverage federal funds for Lake Tahoe.
- Spearheaded **policy frameworks** in the **Regional Plan Update of December 12, 2012** and collaborated with Governing Board members and TRPA executives to preserve the union of California and Nevada in the **Bi-State Compact**.

Julie Regan, Ph.D. Candidate

- Served as policy leader of western states coalition currently **advancing federal law** on aquatic invasive species issues to protect **waterways**. Engaged with **Congressional Invasive Species Caucus** and other invasive species policy bodies.
- Developed and executed the Agency's first **strategic communications and customer service plans** that resulted in statistically significant improvement in public favorability taking the organization from low levels of public support to **80 percent local and regional public approval**. Re-vamped **Agency web site** and all professional communications.
- Created Tahoe's **first environmental newspaper, *Tahoe In Depth***, a **national award-winning publication published** by TRPA's External Affairs Team since 2012.
- Direct the Agency's **environmental education** program which reaches thousands of K-12 students in the Tahoe Region annually and partners with schools, non-profits, and stakeholders. Promote outdoor access for all in these programs.

COAST TO COAST COMMUNICATIONS, LLC, Ocean View, Delaware and Florida Keys, Florida.

Founder and President • 2000-2004

Successful **entrepreneur** and small business owner. Ran **consulting company** with corporate and non-profit communications clients in the mid-Atlantic region. Founded the award-winning, **best-in-class magazine, *Treasures by the Sea***. Served as editor and publisher of the high-end glossy publication with a **circulation of 50,000**. Directed all magazine operations including advertising sales, client relations, and editorial content.

COASTAL RESORTS, a ResortQuest Company, Bethany Beach, Delaware.

Director of Sales and Marketing • 1998-2000

Operational responsibility for **government affairs, public relations, media relations, advertising**, and sales for **Sea Colony**, the largest and most prestigious resort community in the mid-Atlantic region. Responsible **line authority for \$85 million** in gross annual real estate sales volume. Managed professional **staff of 20**. Spearheaded controversial land **voter annexation campaign** for the resort developer. Won election by getting out the vote and delivering key messages. Assisted with obtaining regulatory approvals for 2,000-home beach community. Ran branding program that resulted in maintaining position as the **market leader** in resort sales and marketing after corporate acquisition.

SHIPLEY ASSOCIATES, INC., Wilmington, Delaware.

Vice President and General Manager • 1997-1998

Recruited to direct entire operation of high-profile **advertising and PR firm**. Clients included **media mogul John Rollins** and his company **Dover Downs**, an NYSE entertainment company with casino and NASCAR divisions; the City of Wilmington, including the Office of the Mayor; **DuPont**; Governor (now US Senator) Tom Carper; the **Ritz-Carlton** Rose Hall, Jamaica; **Merck Pharmaceuticals**; and a regional 850,000 square foot retail shopping mall. **Supervised professional staff** and successfully secured new business clients for the Agency. Firm was connected to **Delaware's top political and business leaders**; position required high-level performance and results.

SOUTH TAHOE PUBLIC UTILITY DISTRICT, South Lake Tahoe, California.

District Information Officer • 1994-1997

Managed **government relations, customer market research**, developed strategic communications plans, facilitated customer focus groups, created **radio and television commercials** and video productions for public agency **water/wastewater utility**. Supervised grant writing efforts and helped **secure millions in federal appropriations** for utility for effluent wastewater pipeline project. Won national award for development and execution of water conservation public education campaign. Served as chief lobbyist and **built new legislative relationships**.

DELMARVA POWER, Wilmington, Delaware.

Public Relations and Marketing Specialist • 1989-1994

Performed diverse duties for large **investor-owned electric and natural gas company** with 3,000 employees and 500,000 customers. Responsibilities included **government relations** for congressional, state, local, and **Public Service Commission officials**, writing/editing, video production, large-scale meeting planning, volunteer/fundraising duties and **speechwriting for senior executives** including the CEO. Served as **co-anchor and reporter for monthly employee video news** magazine program.

Education

- Doctoral candidate, Environmental Science, University of Nevada, Reno; Reno, Nevada
- Master's Degree, Journalism, Temple University; Philadelphia, Pennsylvania
- B.A. Communications, University of Delaware, Honors Program; Newark, Delaware

Community Service, Distinctions, and Publications

- Creator and Executive Editor of **Tahoe In Depth**, environmental newspaper in the Tahoe Basin since 2012.
 - http://www.trpa.org/wp-content/uploads/Summit2016_FINAL_sml.pdf.
- **Published articles and book chapters** on doctoral research and areas of expertise:
 - (<http://www.laketahoenews.net/2016/08/opinion-cuba-could-learn-from-tahoe/> and
 - <http://www.laketahoenews.net/2017/04/tourism-binds-tahoe-cuba/>
 - <https://islandpress.org/books/overtourism>
- Lead for the Lake Tahoe annual Summit which featured US President Barack Obama in 2016: <https://obamawhitehouse.archives.gov/the-press-office/2016/08/31/fact-sheet-lake-tahoe-summit-obama-administration-underscores-importance>
- Co-Chair of the national **Network for Landscape Conservation, 2016-2021**, the leading voice for landscape-scale conservation in North America.
- Past **Chair of the Board/Chair of Executive Committee**, Barton Memorial Hospital Foundation Board of Trustees. Fiduciary responsibility for \$4.5 million endowment.
- Winner of the Tahoe Chamber's Blue Ribbon Award for Public Agency Service: <https://m.facebook.com/tahoechamber/photos/-congratulations-to-all-of-our-2018-blue-ribbon-awards-winners-we-were-so-honored/10156762127657433/>
- Featured **speaker at national and regional conferences** such as the American Planning Association, the California State Parks Association, California Harbormasters, Sustainable Tourism in **Cuba**, Take Care **Cape Cod**, the Network for Landscape **Conservation Pathways Forward**, and the **Adirondack Park** Agency. Recent presentations include the One Cape Summit on Cape Cod <https://onecape.capecodcommission.org/>; the Network for Landscape Conservation's conferences and policy forums <https://www.youtube.com/watch?v=vn-QGzxxMvk> and <https://landscapeconservation.org/our-work/2017-national-forum/>; and the USFS Retirees Reunion <https://2022fsretireereunion.org/>.
- **Liaison** and key speaker to **state-department sponsored international dignitaries** visiting Lake Tahoe. Visiting delegations include those from Denmark, Japan, Korea, Russia, Tajikistan, Egypt, Montenegro, Morocco, Qatar, India, and Pakistan.
- **Accredited by the Public Relations Society of America (PRSA)**. PRSA is the world's largest organization dedicated to the ethical and professional standards of public relations. **Past President**, Delaware chapter of PRSA.
- Winner of two national PRSA **Silver Anvil Awards** – campaigns included the South Tahoe water conservation education campaign and Lake Tahoe **boat inspection invasive species** prevention campaign (Silver Anvil program is the most prestigious award in the field of public relations).
- Member, American Association for the Advancement of Science; researcher, Global Water Center, University of Nevada, Reno.



EXECUTIVE DIRECTOR

JULIE REGAN

Supplemental Essay Questions

In order to get a better sense of your writing skills and additional insights into your experience, please answer the following questions. Limit your responses to no more than a single page per question and upload your answers as part of your online application by **September 11, 2022** (first review, open until filled).

1. *Please tell us why you are interested in this position and why it is a good time in your career to come to the Tahoe Regional Planning Agency.*

There are two main reasons why I want to be the next Executive Director of the Tahoe Regional Planning Agency: my **passion for service** and my **vision for the future** of TRPA.

I have been fortunate to **serve** the lake and communities of the Region over the last 19 years at the Tahoe Regional Planning Agency. It would be the highest honor of my career to lead the Agency, in partnership with the Governing Board, during what could be considered one of the most critical times in the Agency's history.

Many members of the Tahoe community encouraged me to apply to be TRPA's Communications Director in 2003. They believed my unique qualifications would benefit the lake and build support for TRPA's mission in the Region. It was a big decision at the time, especially considering I would be taking nearly a 50 percent cut in salary, leaving a successful publishing business in the Florida Keys, and moving cross country with my family. I answered the call to serve the lake and to draw on my experience in organizational turnarounds. That decision turned out to be one of the best of my life and has led me to this pivotal point.

Now, having worked in the trenches for nearly 20 years at TRPA, while at the same time building a national reputation as a collaborative conservation leader, I know exactly what the job takes and how to fulfill our important mission.

When I first arrived at TRPA, the organization was in trouble. I spent most of my time chasing local, state, and federal inquiries and responding to audits. Support for TRPA was lacking at every level of government and in the community. Over time, in partnership with TRPA's Executive Directors, staff, and the Governing Board, we've turned the ship around. It would be the safe option to stay put in my current position, ride the wave of support, and enjoy life in Tahoe. As the saying goes, ships are safest at port, but ships are built to be at sea. Storms are always on the horizon in pursuit of TRPA's mission to preserve the lake and support local communities. I am experienced at navigating the turbulent waters which threaten TRPA's very existence and feel compelled to rise to this crucial occasion.

The second reason for applying for this position builds on my commitment to service. Continuing a culture of public service at TRPA is necessary to achieve our vision and mission. My vision for the Agency's future is clear: to be a global leader in sustainability where our lake and communities thrive. Climate change is posing an existential threat to achieving this vision and I am ideally suited to lead TRPA through this difficult period. The timing is ideal for me to pursue the position. I am a year away from completing my doctoral program at the University of Nevada, Reno and am eager to be TRPA's first Executive Director with a Ph.D. I've worked for nearly two decades to grow TRPA staff capacity and to build one of the most professional teams in the Tahoe Basin. I have strong support among TRPA staff to pursue the Executive Director position and feel driven to succeed with this backing, as well as the substantial encouragement from local and regional community members. TRPA means the world to me – our team is extraordinary and is integral to the future of the Tahoe Basin. Our responsibility to the greater partnership in the region is providing exceptional leadership -- I would be humbled to take up the mantle and propel the Agency forward in service to the lake.

2. When working with an agency's Governing Board, what three things do you feel the Executive Director should strive to achieve?

TRPA's Executive Director must achieve many goals as evidenced in the extensive position overview and job description. Before prioritizing my top three recommendations, I'd like to offer context about our unique role in the Tahoe Basin.

In 2007, I worked with the federal Government Accountability Office on a report on interstate compacts. This report was one of many audits ordered by external forces based on community opposition to TRPA. The report concluded that of the more than 200 interstate compacts that exist in the United States, Lake Tahoe's is unique in its comprehensive authority over land use and natural resources. This statutory authority comes with great responsibility to harmonize the interests of all who have a stake in the lake from local communities including the Washoe tribe, to both states, and the federal government.

The complexity of the multi-jurisdictional landscape embedded in TRPA's mission is the rationale for the top three items I believe are critical for the Executive Director to achieve when working with the Board.

First, the Governing Board is entrusting the next Director to preserve the Bi-State Compact. In turn, to strengthen the bi-state partnership, TRPA's leader must have the trust of basin stakeholders and have relationships at the local, state, and federal levels – the pillars of the three-legged stool that support the Agency. Not having solid relationships at all three levels puts TRPA at a disadvantage which could cause irreparable harm to the Agency. One of my key strengths is my base of support and decades-long relationships at all three levels.

Secondly, TRPA's Director must be strategic and possess deep knowledge of Tahoe issues. The learning curve for any chief executive is generally a year, but at Tahoe, it's approximately three years given the myriad players, policies, and protocols. I've heard the express desire by Governing Board members for their leader to be knowledgeable and strategic. The Board is constantly contacted by constituents on project-related matters, and they need a strategic Executive Director to keep the Agency focused on our core mission at the regional policy level. My strategic acumen along with my work creating and implementing TRPA's strategic plan over the last decade are foundational to achieving these goals.

The third area critical to the working relationship between the Board and Executive Director falls under transparency and proactive communication. Constant communication and engagement of Board members through working groups, committees, and one-on-one meetings are crucial to productively engaging the Board in policy development. The next Executive Director must manage the Agency's \$22 million budget in consultation with the Operations and Governance Committee in a transparent manner. Maintaining the highest standards of financial integrity is of the utmost importance. Honesty and mutual respect are also essential to effective relations between Governing Board members and the Executive Director. Without these elements, TRPA cannot achieve its mission and dysfunction follows. Fortunately, my relationships with Governing Board members and expertise as a professional communicator would support my pursuit of these goals.

3. This Executive Director must build strong relationships with leaders in over 100 organizations in Tahoe and the surrounding region. Please give an overview of your experience successfully building and maintaining relationships with a variety of external agencies.

Relationships are what delivered me to TRPA, and they have grown exponentially during my tenure at the Agency. My role over the last two decades has been focused on building what U.S. Senator Dianne Feinstein has dubbed “Team Tahoe.” I have been unwavering in my drive and commitment to build TRPA’s relationships at the local, state, and federal levels to advance our mission and further the Agency’s effectiveness.

The power of these relationships was on display at the 26th annual Summit at Sand Harbor on Aug. 16. When I joined TRPA in 2003, the Lake Tahoe Environmental Improvement Program was in its early years having been launched at the first Summit in 1997. I set out to strengthen the partnership and grow the program’s reputation for what we now call epic collaboration. I’m proud to have elevated this partnership to the national stage in my leadership of the Network for Landscape Conservation (<https://landscapeconservation.org/>), the leading voice for collaborative conservation in North America. The relationships I’ve built at the national level have opened doors to funding and policy advancements for TRPA over the last decade. Now, our EIP partnership has grown to one of the most recognized landscape-scale, multi-sector restoration initiatives in the United States.

TRPA is the co-chair of the Tahoe Interagency Executive Steering Committee and I have represented the Agency in that capacity in close coordination with the Executive Director over the last decade. I have represented the partnership in state and congressional hearings, all in close collaboration with partners. Nearly 100 organizations work together in the EIP, and I have decades of experience with partner entities ranging from local fire districts to the US Forest Service. My relationships range from the executive levels to on-the-ground staff personnel at partner organizations at all sectors – local, state, federal, the Washoe Tribe, science institutions, non-profits, and the private sector.

While positive partner relationships are essential to increase the pace and scale of restoration work in the Tahoe Basin, they also reap financial benefits. “Team Tahoe” now has a reputation in Washington D.C. and with both states as a partnership that can deliver results by deploying capital funding efficiently. Tahoe is known as a good investment for state and federal investments because of our proven track record of results. Together, we’ve secured more than \$2.6 billion in restoration funding to benefit the lake’s water and air quality, forest health, scenic resources, and recreational facilities all while generating approximately 1,700 jobs per year over the last two decades. Relationship building is hard work and extremely challenging, but the benefits are worth the effort.

I firmly believe one of the overarching themes of the Tahoe Regional Planning Compact is collaboration and partnership-building. I would hew to this directive of the Compact in the role of Executive Director and take epic collaboration to the next level while growing TRPA’s reputation as a global leader in environmental and community sustainability.