

TAHOE REGIONAL PLANNING AGENCY
GOVERNING BOARD

TRPA/Zoom

October 26-27, 2022

Meeting Minutes

Wednesday, October 26, 2022

I. CALL TO ORDER AND DETERMINATION OF QUORUM

Chair Ms. Gustafson called the meeting order at 11:33 a.m.

Members present: Ms. Aldean, Mrs. Cegavske, Ms. Conrad-Saydah, Ms. Diss, Ms. Faustinos, Mr. Friedrich, Ms. Gustafson, Mr. Hicks, Ms. Hill, Mr. Hoenigman, Mr. Lawrence, Ms. Novasel, Mr. Rice, Ms. Williamson, Mr. Yeates

II. PLEDGE OF ALLEGIANCE

Ms. Hill led the Pledge of Allegiance

III. APPROVAL OF AGENDA

Mr. Hester stated no changes to the agenda.
Ms. Gustafson deemed the agenda as posted.

IV. APPROVAL OF MINUTES *(September 28, 2022, Governing Board Minutes will be in the November 16, 2022, Packet)*

V. TRPA CONSENT CALENDAR

1. September Financials
2. Inflation Adjustment to TRPA Application Filing Fee schedule
3. Sloodman/Tan New Multiple-Parcel/Multiple-Use Pier, 2050, 2140, and 2200 N. Lake Boulevard, Tahoe City, CA, Placer County, APNs 094-140-032, -033, & -034, TRPA File# ERSP2022-0041

Ms. Aldean said the Operations and Governance Committee recommended approval of items one and two. Fees for service remain high exceeding prior years, this includes planning fees, AIS fees, and Shoreline fees. In addition, all expenditures are within budget.

Regarding item number two, the Governing Board adopted a policy allowing for the annual adjustment of the filing fee schedule based on the Consumer Price Index (CPI) increases or three percent, whichever is greater. According to staff, the present level of filing fees doesn't cover the cost of the Planning Division, as a result, in order to account for inflation, the committee recommend that effective January 23, 2023, that the filing fees be raised by 8.3 percent which is only slightly higher than the 8 percent adjustment approved in the 2023 Fiscal Year Budget. These recommended adjustments will affect the waiver of application fees for affordable housing projects that use bonus units, nor will they impact AIS or mooring registration fees that were addressed in previous board actions. In addition, the committee recommended the approval of non-substantive

clarifying changes to the schedule as outlined in board packet. As a result of discussion at today's meeting, it was recommended as part of the process improvement process going forward, they consider exempting Day Care Centers as they have certain affordable housing projects due to the critical shortage of day care services.

Board Comments & Questions

Ms. Aldean asked Ms. Good to note the corrections to the permit that were discussed between she and Ms. Good.

Ms. Good said on page 84, third paragraph should read the three parcels, instead of the two parcels and then on page 85, under Special Condition two, as well. The conditional will reflect the two mooring buoys that will be exchanged for boatlifts instead of the one under special condition two. On page 86, Special Condition 3.i, again just reflecting that there will be two buoy tags that will be removed for the conversion.

Ms. Aldean clarified that there will be three tags, because three buoys are being replaced with boatlifts.

Ms. Good said yes, that's correct.

Mr. Friedrich said regarding the public access, he sees that the California State Lands approved public access underneath the pier. Oftentimes, these piers are loaded with no trespassing signs giving the impression that these areas are off limits to the public in the public trust area below high water. Will that be made clear in signage or otherwise, that that is still public access through there and no misleading signs in place?

Ms. Good said yes, that's correct and per the Code of Ordinances, that does relate to public access. No trespassing signs would be prohibited.

Mr. Friedrich said we certainly have a lot of them around the Lake in the public trust area, that he'd like to address in the future.

Ms. Gustafson said they are often posted on the pier, meaning the public can't go on the pier.

Mr. Friedrich said and often they're posted at the high-water mark, given the impression that you can't go anywhere in that area when you can.

Public Comments & Questions

None.

Board Comments & Questions

Ms. Aldean made a motion to approve the consent calendar.

Ayes: Ms. Aldean, Mrs. Cegavske, Ms. Conrad-Saydah, Ms. Diss, Ms. Faustinos, Mr. Friedrich, Ms. Gustafson, Ms. Hill, Mr. Hoenigman, Mr. Lawrence, Ms. Novasel, Mr. Rice, Ms. Williamson, Mr. Yeates

Motion carried.

VI. APPEAL

- A. Appeal of Tahoe Transportation District/Washoe County School District Temporary Use (TRPA File #ERSP2021-0673); 771 Southwood Boulevard and 915 Northwood Boulevard; Incline Village, Washoe County, Nevada; Assessor's Parcel Numbers 132-201-02 and 132-012-05; TRPA File No. ADMIN2022-0027

Ms. Williamson said they had a very good discussion in the Legal Committee on this issue this morning. A few points she'd like to put in front of you all. First, the committee decided that it did want to hear the appeal and that it could hear the appeal. Item 11.6 was raised as a standing issue, but the committee decided that it did in fact, have standing, there was sufficient harm, there was sufficient contact with the issue, and so they heard it on its merits. They had a very good discussion that she would like to say centered on the balance between the importance of transportation, and also the concerns raised by the appellants, and from Incline Village. Ultimately, what the committee decided was to recommend to the full Board that they deny the appeal, because the appeal is for the permit that was issued in May for last season, something that has already passed, and instead of just granting the extension to the permit, they have a list of conditions that they want to see brought back to the Board in order to grant the permit going forward. That list of conditions included better signage, better training for people working at the parking area, better enforcement of parking, working with local law enforcement on the parking issues, public participation, working with State Parks on information regarding parking, working to get better barriers, so that people aren't parking on soft coverage, and have staff and the Tahoe Transportation District work with the public and having public participation in this process as before it comes back to the Board. To encompass what the Legal Committee talked about this morning was not issuing this permit going forward until they saw these things come back to them. They recognized it was a pilot program which the point of a pilot program is to make improvements, but they heard a lot of good input from the community as well as from TTD about the importance but finding that balance.

Board Comments & Questions

Ms. Conrad-Saydah said that would be great, given them a number of public comments that they received, that staff clearly lay out that this was a former permit.

Ms. Williamson said the committee recommended to deny the appeal because it was for a season that passed. It was issued in May, and the season is closed now. From her understanding that parking lot is not open for the season. Going forward before they would issue any extension or allow that permit to be continued, they want to see this brought back before the full Board with a series of conditions incorporated into that permit. Those conditions include better signage for when the lot is full or when there's overflow, better training for people that are working at the lot, better enforcement of parking issues, because they don't have control of someone else's enforcement, but them making sure that the local law enforcement knows that parking is high on their list, and asking them if there are ways they can partner to make sure that happens. More and better public participation, better barriers so, people aren't parking on soft coverage, and coordinating with Nevada State Parks on the correct information for parking there and riding. In addition, they were seeing pictures of backup traffic flow, so, opening the gates to the parking area earlier, so, that they're not seeing as much backup traffic.

GOVERNING BOARD

October 26-27, 2022

Mr. Friedrich asked if there was a discussion of monitoring of those conditions, with consequences such if those conditions are not satisfied, and by whose definition will there be consequences for further extension of the permit.

Ms. Williamson said yes, they talked about that a little bit in terms of training for enforcement and better signage at the front end, and that they're dealing with it before it gets to be a problem. And people aren't parking on soft coverage and parking where they're supposed to and part of that was talking to local law enforcement to make sure that everyone knows that this is a priority and to see what they can do to help better enforce some of these things.

Mr. Friedrich said as they're thinking about that, how will they evaluate whether those conditions are being met? Who is evaluating them? and What are the indicators of success? Is the community involved in helping to define these conditions, and if there's not enforcement, will there be consequences based on proven monitoring of those conditions.

Ms. Williamson said one is that this permit is still a pilot program, and they hope to change it, and to reflect what they're hearing. This permit can be extended one year, two years, or no years and the Board will have control over that with clauses in the permit that allow them to extend the permit or not. They have can have it back in front of them every year to see the progress is made and that permit pretty malleable in terms of conditions they want to add or subtract.

Mr. Marshall said the permit is only for one more season. Then they would have to come back for a permanent application, and permit. There is also a complaint section of the permit that allows complaints to be filed with TTD.

Mr. Marshall said staff is fully supportive of the motion and result of the recommendation of the Legal Committee and will not have a staff presentation unless the Board wants to hear on specific issues on the appeal.

Ms. Gustafson said following the discussion at the Legal Committee there were a couple of the appellants that weren't heard under the public comment. She urged the appellants to include all discussion in their discussion now, so that they can continue to follow the protocol that the Agency uses for dealing with appeals. She asked Ms. Tycer that she give her presentation, and if you want to defer any time to the other appellants in that, she'll entertain that then versus coming back under public comment.

Ms. Tycer of Incline Village and am making these comments on behalf of 25 Incline Village appellants to the Governing Board. She's grateful to the Legal Committee for allowing a standing. They are requesting that the Governing Board reverse the Temporary Use Permit for the TTD's East Shore Express.

She'll refer to the East Shore Express as ESE and to the Old Incline Elementary School as the OES. She'll address the specific issues mentioned by TRPA in the staff report. She'll refer her responses to sections of that report.

Section B1 – The Evidence Supports Special Use Findings:

The first finding is the ESE Transit Station is an appropriate use for the surrounding area. They disagree. The Staff rebuttal only addressed the "type of use allowed in the zone" and does not address the equally important "nature, scale, and intensity" of use. In fact, the majority of input

GOVERNING BOARD

October 26-27, 2022

from Incline residents over the years has been evidence that the nature, scale, and intensity of the ESE is damaging and dangerous to the surrounding low-income neighborhood and the community at large.

The OES is the worst possible place for the ESE transit hub with constant traffic on a tortured road. The two-lane road is not big enough to handle ESE traffic. Every ESE bus and tourist car heading to the OES parking lot goes through the stoplight at the Highway 28 intersection with Southwood. As buses and cars turn through from State Route 28 onto Southwood they go down a steeply curved two-lane road that in a few hundred feet leads past the OES to the Village Center and the US Post Office. Most Incline residents pick up mail on a daily basis because Incline doesn't have home mail-delivery. So, hundreds of residents must go through that same stoplight and down Southwood past the OES every day.

The ESE causes traffic jams on both Southwood and State Route 28. The ESE entrance to the OES parking lot is just a few hundred feet down Southwood from the intersection. During peak periods, as tourist cars go through this intersection before they can enter the OES, they pull to the right to wait along the curb. When cars are backed up all the way from the OES entry to State Route 28 there is a massive spillover effect so cars on 28 cannot get through the light to turn right to go down Southwood. She has personally sat through three changes of the light trying to turn right. The ESE Transit Station is not an appropriate use for the surrounding area. Even if the type of use is correct "the nature, scale, and intensity of use" at this site is wrong. These problems will not be changed by signage, training of workers, enforcement barriers, opening gates earlier, or any other TTD band aids. The access road is wrong and can't be changed. The low-income neighborhood can't be changed. TTD needs to explore other Washoe County sites for its pilot program for the ESE. They are fully in support of a pilot program and future Incline Mobility Hub in a different location.

Section B2 – The ESE transit station will not be detrimental to surrounding property:

Staff members contend the ESE at the OES does not include physical changes to the proposed location and conclude that it will therefore not be injurious or disturbing to the health, safety, enjoyment of property, or general welfare of the persons or properties in the neighborhood. They disagree.

Just because there are no physical changes to the property as of yet, does not mean that there are no negative impacts on Incline residents' health, safety, or general welfare. Nearby residents have provided numerous examples over the years; most recently appellant Aaron Vanderpool. His 87-page formal complaint to TRPA and TTD documents negative impacts to him and others in the neighborhoods. In his complaint he references increased crime, trespassing, illegal use of HOA and business property, public endangerment due to speeding, illegal backing up into traffic, illegal U-turns, pedestrians nearly hit by cars, a cyclist nearly hit, dangerous swerving around cars along the curb waiting to enter the lot, trash, noise pollution, and against TRPA regulations of parking on dirt.

They believe these evidence-based complaints prove TRPA staff is wrong in saying there are no injurious or disturbing effects of the ESE at the OES.

Further, staff members contend that the Vehicle Miles Traveled analysis was a sufficient traffic study by which to conclude the ESE causes no increased traffic impacts. They studied only traffic impacts on Vehicle Miles Traveled and traffic volume. In fact, the ESE negatively impacts traffic, neighbors, and nearby HOA and business property parking. People hurrying to make the bus park

GOVERNING BOARD

October 26-27, 2022

wherever they find space, loading and unloading recreational equipment, and children illegally as convenient. Making illegal U turns on a two-way street, etc. will not stop.

Appellant Vanderpool's photos show numerous traffic and parking problems. These negative traffic effects in his formal complaint will be multiplied a hundred-fold should the ESE continue to operate from an expanded OES bus station. Staff's dismissal of their documented traffic concerns and complaints is simply wrong.

Section D – Staff concluded there was no need to coordinate with the FTA or NDOT because there was no NEPA or categorical exclusion protective property acquisition action or process with which to coordinate:

Because the 771 Southwood property was purchased using FTA Federal funds via an application for funding in connection with a NEPA or CEQA by Nevada Department of Transportation on behalf of the TTD, the primacy for regulatory environmental review considerations rests with the FTA under NEPA. Therefore, per TRPA Code of Procedures Chapter 6.2, TRPA should have coordinated its environmental review of the "change in use" of the property.

They continue to go on record that TRPA staff misrepresented TTD's past use of the OES for the ESE. The staff report says that the service has been operating for a number of years on a less-formalized basis. That statement is an obfuscation, vague and incomplete since the past use of the property was that of a 10-year inactive elementary school campus with 8 years of illegal, non-permitted TTD ESE parking and a non-permitted TTD bus transit stop. "Less-formalized" in this case means, "unpermitted," and "unpermitted" means illegal.

They contend that TRPA's granting of the Temporary Use Permit represented a "change in use," and was, in fact, an intensification of use of the parcel. The original NDOT/TTD Federal funding application stated, "For the last 9 years, Tahoe Transportation District has been using the Property for a seasonal transportation hub," when actually the past use of the property was that of a 10-year inactive school campus with 8 years of non-permitted TTD parking and a non-permitted bus transit stop. They contend that there was a change in use, and that change was from illegal to legal, which staff cannot deny.

In Summation:

The Incline residents know from years of experience that the ESE service from the OES has had an overall negative impact on their village core. For this reason, they are united against the TTD operating the ESE parking lot and transit service at the OES in the future. They are not against a Mobility Hub in Incline and open to considering an ESE Hub at a different site. They had in the past suggested sites; they are simply against the ESE operating from this particular site.

They also know that TTD and TRPA use the "tyranny of small decisions" to advance their objectives. This Temporary Use Permit approval is just one small decision following many other small decisions. TRPA has not done a comprehensive environmental study of the cumulative impacts of this Temporary Use Permit on Incline Village.

They contend TTD is wrong to operate the ESE at the OES, and TRPA staff was wrong to approve the use permit allowing TTD to do so.

They stand firmly on our entire appeal and ask you to do what's right. Reverse the TRPA staff's Temporary Permit decision. Thank you on behalf of all appellants and citizens of Incline Village.

GOVERNING BOARD

October 26-27, 2022

Doug Flaherty thanked Ms. Aldean for mentioning that all of the East Shore Express visitors that they want to be transported by bus, that should be out of the basin and not in the middle of Incline Village where we dump 3,100 cars during the busy season. There's been enough evidence to show that it really does warrant additional community input on this. They need to bring this back to the baseline of the community itself, and have a community meeting to discuss this, civilly, and also to modify the permit. And this is him speaking specifically for himself and not as an appellant, but to modify the permit to terminate the second year because of the overwhelming evidence that this is unsafe to the community. There's been various items recommended by the Legal Committee to help with that but feels that it needs to go back to a Hearings Officer process. This is the only way that they can assure their committee that you guys are really listening to them.

Mr. Fink, Tahoe Transportation District, Transit System Program Manager said the East Shore Express was established as part of a systematic approach to addressing chronic congestion in the State Route 28 corridor and as part of a larger Regional Transportation Plan. Incline Village is not an and/or with this idea of whether there should be external intercept lots or internal intercept lots. The planning that has been done to date shows a need for both. But there does need to be an internal transit system to support any of the external intercept lots and that's why this is being built out in the way that it is and why you have other mobility hubs around the basin, such as the one in Tahoe City, the one at the Lake Tahoe Community College, and the idea of a possibility of one being located in Incline Village.

The East Shore Express began as a pilot program out of the original State Route 28 Corridor Management Plan in 2012, and it operates each season from early June through Labor Day, from 2012 to 2019 in partnership with Nevada State Parks. In 2020 and 2021, the service was suspended due to the pandemic, and then this year the service returned, and although it was a shorter season with 72 versus the normal 77 operating days, and only ran one bus rather than the two buses from prior seasons. Yet, they still carried 29,000 people, which is about 79 percent of what was carried in 2019. As was referenced, they intercepted almost 3,200 cars throughout the season, parked at both the old elementary school and the existing Incline Village elementary school at 915 Northwood Boulevard which is the overflow lot mentioned in the permit. There was some discussion earlier about how they handle complaints. TTD has an extensive complaint system that's required by the Federal Transit Administration to log everything that comes in as a complaint. They record that, address it, and keep a record of that. As part of the Permit application that was forwarded over TRPA at the beginning of the season. There were seven recorded comments, six during the season, with one coming in after the close of the season, and another one coming in a couple of days ago from Mr. Vanderpool. Of the six comments received during the season, one was a compliment, and four were operational concerns. One of those operational concerns was an issue with an East Shore Express returning to the yard in South Lake Tahoe. It's interesting that most of these complaints weren't vocalized to TTD. They certainly want to engage the community as they go along, and they agree with the recommendation from the Legal Committee and the conditions are all good business practices going forward that they should continue to improve the program as they move into the next season.

Ms. Tyner said she'll repeat what she said before, which is in the 2022 season, the East Shore Express captured 3,188 cars. Those cars drove into the basin and miles to get to the old elementary school. They then parked and got on a bus which went seven miles to Sand Harbor and seven miles back. This is not going to reduce Vehicle Miles Traveled at the Lake. They understand this is supposed to be a link around the Lake, and they look forward to being part of that link. They are simply objecting to this place for a Transit Hub. She continues to remind everyone; they are not

naysayers or nimbies. They are looking for a solution that will really work for both TTD and for the community.

Presentation can be found at: [Agenda Item No. VI.A Appeal](#)

Board Comments & Questions

Ms. Hill agreed with the Legal Committee's recommendation. The additional conditions are things that as chair of TTD she can work to deliver, and then as a Commissioner for Washoe County she worked with the Sheriff's office and see what they can do. For the record regarding the parking, and she thinks this was stated during the Legal Committee, many of the people who are parking on Southwood Boulevard are the backbone of our community. They are the workers of our community. They have multiple families living in these apartment complexes and they simply don't have the parking for them. That's something that Washoe County understands, and they are actively looking to see how they can support them and find places for them to park. In addition, the bigger question of workforce housing is something that they're tackling as well to really ensure that they're taking care of people. She doesn't believe in necessarily ticketing folks who are parking on the right-of-way who are workers in our community. That's the only thing that she feels they need to kind of work through on who the people are who are parking on the right-of- way, but the Legal Committee did a really great job of assessing the community's concerns.

Part of the way that she thinks that they can get community input is their Mobility Hub committee meets every month and thinks it'd be fine if they have this as a standing item especially during the season, so folks can give us their concerns. It's certainly something that they can ensure that they have these public meetings that the community is asking for. This is an important pilot program, and they're working with RTC in Reno to see how they can ensure that there are fewer cars going into the basin but that's not going to be addressed with this permit today but is something that they're working on.

Mr. Lawrence said he appreciated the work that Commissioner Hill has done. He's a south Reno resident and knows that there's a lot of folks from Reno that go up to Sand Harbor. He wanted to remind folks that Sand Harbor is one of our State Parks. Not everybody that goes to Sand Harbor is coming up from Reno. They're coming from all around the Lake and all location. So, having Reno to Sand Harbor connection, they've had them in the past, is helpful but it is not a solution for having to move people around and is not the final solution to State Route 28.

He said in the permit conditions there's many conditions about a temporary signage plan that needs to be approved prior to permit acknowledgement, and there's a lot of conditions in there about how was TTD going to handle complaints? Has TTD already submitted the signage plan and been acknowledged, or is this to beef up the condition before the permit is acknowledged with the temporary signage plan approved?

Ms. Cornell, Permitting and Compliance Department at TRPA said the permit was already acknowledged for the 2022 service year. The project was approved at the Hearings Officer in May. They acknowledged the permit with the Tahoe Transportation District over a period of time in June, and they did begin operations in the end of June or beginning of July. It was acknowledged for this year. Her understanding is that the additional conditions that were outlined at the Legal Committee are conditions that will be incorporated into a revised permit that will be brought back to the Governing Board before they agree to extend the service into the second year. When TRPA issues a permit on a temporary basis, that permit is good for one six-month period, with an option to

GOVERNING BOARD

October 26-27, 2022

extend for a second six-month, period. When the temporary uses that are permitted are seasonal in nature, they allow that second extension to be for the second service year. In this case, the initial approval was for the operation of the transit service for the summer of 2022. If it is agreed to that the permit will be extended for an additional season, it would be for the summer of 2023. The feedback from the Legal committee this morning was to incorporate additional conditions to add some additional special conditions to the permit, and that revised permit would be brought back to the full board before they agree to extend the approval for the second service season.

Mr. Marshall said it could be an expansion of an existing conditions. So, they'd looking for example, on the signage one to have the plan in hand rather than a condition to include things like message boards ahead of time. The Board would be able to see that signage plan in advance not as a condition of approval as it comes from staff.

Mr. Lawrence said that's helpful. He saw the permit authorized, but the acknowledgment page didn't have the signature on it. So, it sounds like it's been acknowledged already. Looking through the conditions, the one thing that did strike him regarding the temporary sign plan is it said it should include all temporary signage should be placed on site, but it sounds like there needs to be some more off-site signage to get people around.

Ms. Cornell said yes, that was one of the conditions that was verbalized for an added condition to be incorporated.

Ms. Aldean said obviously, the standard conditions here with respect to granting the 6-month extension is optional by the permittee, they have to advise you that they're interested in extending. But the TRPA has the right to either agree to the extension or decline the extension pursuant to this provision in the permit.

Ms. Cornell said yes.

Ms. Aldean said and that is largely based on whether or not the applicant is complying with all of the requirements of the permit.

Mr. Marshall said but from the direction that the Legal Committee was recommending that the Board give to staff would be that the Board was going to make that call as whether to extend the permit with amended conditions. Staff would bring that back to the Board and then the Board would make the decision whether to extend the permit for the second operating season.

Ms. Aldean said are they incorporating that addition provision into the permit itself. It's a general reference to TRPA which could include the board or staff.

Mr. Marshall said he doesn't think we'll need to change that. What they'll see is amended conditions on the substantive issues that were discussed at the Legal Committee.

Ms. Aldean said given the concern that's been expressed during these meetings, she feels they need to be a little bit more vigilant in terms of visiting the site on a more consistent basis to make sure that the applicant is complying with all the requirements.

Mr. Friedrich said he heard the community say they wanted a community meeting. He's

GOVERNING BOARD

October 26-27, 2022

envisioning that the Mobility Hub process could be one such avenue to say here's our proposed amended conditions, is that a fair assumption? Then any feedback could be brought back to the Board when they decide on the permit.

Ms. Hill said she thinks it's fine if they bring Ms. Cornell's staff report with the amended conditions to the Mobility Hub committee which is already an agency committee that has been meeting for nearly six months. The community knows about it, and they'll do additional outreach.

Mr. Friedrich said he's sure many alternatives have been explored and if by chance one emerges somehow that hasn't emerged before would there still be a chance to change locations for the next year, in this process, or do you think that's too soon? He's presuming they'll get community feedback on this and then they'll decide, yes or no on the permit with that community input. If the community were to come up with an alternate location could that still be considered at any time?

Ms. Hill said she cannot answer an operational question like that.

Ms. Cornell, Permitting and Compliance Department at TRPA said when TRPA issues a project related permit, it is generally tied to parcels, and in this case, this project and permit is tied to the two affected parcels: the old elementary school site, as well as the current elementary school site. If a new location is discovered and is proposed and considered, it would require a new application. They could not alter the location that's already a part of the current temporary use approval.

Ms. Gustafson said correct. On behalf of those of them who serve on both the Tahoe Transportation District and TRPA, they believe strongly that if the community has a good solution, they want to consider all options. She feels that the Tahoe Transportation District staff has been very involved in this discussion and looked at suggestions that the community is already raised for the Mobility Hub permanent site. The jurisdictions are trying to work with communities to improve the environment but address the problems that they do have.

Mr. Friedrich said Mr. Fink talked about the complaint process and Mr. Friedrich raised this early in the meeting about what is the monitoring protocol and the consequences for lack of meeting the permit conditions? If enforcement's not happening and as stated in previous public comment that the Sheriff's don't have the resources to deal with this or it's just not happening, and things are going on as noted before, despite the conditions. How might a complaint process lead to intervention in these cases and what is the protocol for enforcing the conditions that they'll be considering in the future.

Ms. Cornell, Permitting and Compliance Department at TRPA said if the TRPA permit conditions are not being met, then that does put it on the Agency and their inspectors to follow up accordingly. If there were violations, the normal inspection process would lead to an inspector going on site, reporting on any conditions, giving direction on what needs to be done to address those concerns, and then ultimately, they could issue a stop work order. That's the normal TRPA process but they also have a complaint process written into this permit. They received some comments early on in the 2022 service season, and those were forwarded to the Tahoe Transportation District and the operator, and they did make some immediate changes. For example, there was a backup occurring on Southward Boulevard because the gate was not being opened until very close to the start of the service.

Mr. Fink, Tahoe Transportation District said that any time that there's a concern brought up whether it's from the public or TRPA, this is an operation and they're used to pivoting on the fly. It

GOVERNING BOARD

October 26-27, 2022

just needs to be something that they're aware of and they'll certainly work with the public and TRPA that remedy a situation. Initially, when they started the service, they had the driver that was bringing the first bus up would be opening those gates. They saw a different behavior pattern emerging this year than we did from prior years of where people were trying to arrive early. As shown in some of the photos, there would be a backup on Southward Boulevard until the gates were open. They moved that to be able to open the gates first thing in the morning around 7:30 a.m. They can always work with anybody that comes up with something that they need to do or do differently. The common goal is that they want to have a good service, they want to be a good partner, and a good neighbor in the community.

Ms. Gustafson said her comments are in a broader reminder to all of us that when they have 12 to 15 million visitors coming to Tahoe every year, parking and traffic impacts are epidemic throughout our region, and every one of us faces that. She lives on a street near a public beach that has been discovered, and it is not the way it used to be for her to be able to walk her dogs down to the beach and not worry about cars on both sides. Her husband has become a regular caller to the California Highway Patrol on the weekends trying to get them out to ticket because they are encroaching into the roadway in this situation because the road is very narrow. Those of us who live here and are working on these issues constantly see there are more and more people are coming to the Tahoe Basin, and some are within the basin. She thinks that many people who visit Sand Harbor are coming from the West Shore or the North Shore. It isn't all just running from Washoe County to this State Park, and similarly Emerald Bay, or similarly any of our facilities. As part of a broader picture, it is going to take hard work with our communities and with the users of these systems to really make an impact on these issues. The enforcement agencies are traditionally held by other elected in county government and have priorities as well. She also serves on the Tahoe Fund Board, and they have been looking at how they look at enforcement on a broader regional basis, because if they rely on law enforcement, they have many other competing interests. Can they look at Code Enforcement or some other officers that can take time.

They understand this is a big change, especially in the last 10 years, but certainly in the pandemic, and with climate change, she doesn't see any way around it. Where is there going to be water accessible to our populations in northern Nevada and northern California and what's going to be reliable. They are going to come recreate in the mountains. When they're dealing with one service issue, she reminds everyone to go back to that big picture and be diligent. They need to have a workshop, with the Governing Board on the challenges and enforcement and what they can and can't do. The Tahoe Transportation District is the permittee but are also a partner in solving this.

How can they make sure they're hearing the public but be realistic in enforcement and direct people to the right channels for that enforcement? This is important for the community, and it includes emergency egress and access when people block the roads, but they're doing that because they don't have an overall system that's working to deal with the crowds that are coming. She agreed with the Legal Committee's recommendation. She says, "I don't own this lake, I get to share and dealing with that." Thanks for listening to her passionate plea that they as a board, look at the broader issue, too, and how they partner together to solve it.

Public Comments & Questions

Aaron Vanderpool said he keeps hearing about the gates being opened earlier after a complaint, but his photos were from the end of the season in August and September. At this time, the gates were still not being opened to about 9:30 a.m., and there were cars everywhere. We built that sidewalk out to Sand Harbor we're trying to prevent all these parking issues on State Route 28 but

it increased people coming to Lake Tahoe and increased problems. He's lived in Incline Village for 4 years and at his current place for about 16 - 20 month. This is a more holistic issue with his neighborhood on top of everything else. So, you're trying to solve these parking issues elsewhere, but it disproportionately is moving the problems into a low income neighborhood that has high density housing. Sure, tourism and parking are an issue for everybody but this particular site in question is disproportionately affecting the lower income and affordable housing, and this is his last affordable place to live here. The Police don't have the resources for enforcement. He's invited them to attend these TRPA meetings to tell you directly that they don't have the resources for his neighborhood. He'd invite people to come out to his neighborhood. This disproportionately affecting them. There are the rock lined ditches along all the wealthy neighborhoods in Incline to prevent parking next to these mansions, but they increase parking in his neighborhood, and is needed because there's a lot of people in that area but it also affects noise, there's more tourism and parking here. This is a more holistic issue, and it is disproportionately affecting his neighborhood.

Board Comments & Questions

Ms. Williamson made a motion to grant the appeal, which motion should fail to affirm the Hearings Officer decision but with the conditions: 1) That the permit is not extended until it's brought back to the Governing Board; 2) The conditions outlined by Ms. Williamson during a report from the Legal Committee be amended or added to the existing permit to address the concerns she articulated.

Ms. Conrad-Saydah asked if they could vote to deny the appeal but then to amend the motions.

Mr. Marshall said no, it would be one motion incorporating the fact in order to extend the permit it has to go back to the Governing Board to do that.

Nayes: Ms. Aldean, Mrs. Cegavske, Ms. Conrad-Saydah, Ms. Diss, Ms. Faustinos, Mr. Friedrich, Ms. Gustafson, Ms. Hill, Mr. Hoeningman, Mr. Lawrence, Ms. Novasel, Mr. Rice, Ms. Williamson, Mr. Yeates

Motion failed.

VII. PLANNING MATTERS

A. Briefing on Climate Resilience Strategic Initiative

TRPA staff Mr. Middlebrook and Mr. Stock provided the presentation.

Mr. Hester introduced the item. At the Board's retreat in May, they asked that staff that they spend more time getting the Board's input upfront on the initiatives and let you know more about what's going on. This month they're going to be talking about our Climate Resilience Initiative, which is highlighted in our Work Plan more than any other initiative. Both these agenda items A and B relate to it. Mr. Middlebrook will provide a status report on where they are and there are a couple areas where they'll be asking for the Board's priorities. The second item that's carried over from work of the Shoreline Plan. Before the Shoreline Plan was done, staff wrote a piece of Code for public safety facilities for each county and the city to identify sites for those public safety facilities. One of the thoughts behind that was with more extreme drought and more extreme floods they need to have facilities that will get to deep water when the Lake is lower. They took the initiative, working with the Fire Districts, Sheriff's Offices, the Police Department in South Lake Tahoe, and public land

GOVERNING BOARD

October 26-27, 2022

managers to convene a series of workshops with them to jointly identify sites in each jurisdiction. Mr. Stock will be presenting on Agenda Item No. VII.B which is a follow-up on the Climate Resilience Initiative.

Mr. Middlebrook said TRPA has long been a leader in addressing climate change. In 2014 they created their Sustainability Action Plan which set a goal of reducing our greenhouse gas emissions in the region; 15 percent by 2020 which was met in 2018, 49 percent by 2035 and in line with both California and Nevada a net zero goal by 2045. They aren't the only ones that are in the climate planning business as shown on slide 3 there are a number of state, federal and local jurisdictions all have their own climate plans. In the Tahoe Region, collaboration gets things done far better than going our own way. While all of these individual plans are very important for local jurisdictions and states to implement their climate priorities, it's also important to bring these all together into a cohesive strategy across the region.

In March they released through the Environmental Improvement Program and the Tahoe Interagency Executive Steering Committee (TIE Steering Committee) they released the Tahoe Climate Resilience Action Strategy that covers the latest priorities for climate action in the Tahoe Basin and aligned partners around priority projects to address some of those climate impacts from landslides, wildfire, and the ongoing drought. They are taking an integrated approach to building climate resilience, they obviously have the importance of the Lake and Lake Clarity and the habitat that provides for our fish and fauna in the Lake, but also recreation access. Including the forested uplands, as they all know the importance of forest health and protecting our communities. At that core is the communities, the folks that live here, visit, recreate, and the underlying infrastructure, such as roads, power, and fire hydrants that are needed to ensure resilience towards climate impacts such as the Caldor Fire.

Within this Action Strategy there are five focus areas. The first is to build sustainable recreation and transportation systems. Something that was being talked about earlier today in terms of recreation access and ensuring that could be had in all seasons, even when there are shifting weather patterns unfortunately, as we have less and less snow during our winter months. Places like Emerald Bay are still destinations during the winter. Second is reducing wildfire risk and building forest resilience is obviously a major aspect and continue to talk about that daily. Third, increasing watershed resilience in biodiversity. Fourth, upgrading our infrastructure to protect our vulnerable communities which they recently received a briefing from Ms. Smith on our Transportation Equity Plan. They're very much integrating the latest climate science and climate considerations within that equity study to ensure that the most vulnerable and underserved of our communities have the amenities they need. Fifth, advancing science, stewardship and accountability. All these categories are all based off our Environmental Improvement Program.

A couple of examples on how they are turning science into policy and projects. Slide 7: Stormwater Management. When they have the peak runoff, and the season is projected to change. Currently peak runoff happens between May and July with peak in June. Future climate projections show that that peak is actually going to shift to January when we have our peak runoff. So, building the infrastructure system, BMPs, and stormwater systems. On the bottom left is the project Caltrans completed several years ago along US 50 in South Shore, to capture runoff before it goes into the Upper Truckee River. On the right is Kahle Drive, which after many years that project is now fully funded. That is probably one of the most pressing examples of our failed stormwater infrastructure in our built environment.

Slide 8 Here is Logan Shoals where several years ago during a heavy rain event a large boulder fell

on the highway, and it took many years, for the Nevada Department of Transportation to repair that land side slope. As part of the analysis, they've done on climate and highway corridors that exact area was identified as a high risk for landslides. They're seeing today that the climate projections in the climate data that they have are being seen in those areas that they predicted on the ground. The key thing here with our transportation network is it costs a lot less to upgrade our infrastructure beforehand, then repairing those damages afterwards. They also are utilizing our technology through the LT Info platform and the EIP Project Tracker. The projects that are rolled up into the Action Strategy are all in a project list within the EIP Project Tracker. Anyone can explore those projects in more details, and then it's also a dynamic living plan. As climate projects get completed, new ones can be added to that list and that prioritization. So, when they're going after funding pots like the Infrastructure Investment and Jobs Act or the new Inflation Reduction Act and the historic climate money that's in California right now, they have a live up to date project list that all the partners can see which can open up all these possibilities for funding programs.

Climate Resilience Dashboard: They recently received a grant from the California Tahoe Conservancy to update and refresh the Climate Resilience Dashboard. As part of the LT Info ecosystem, there is a sustainability dashboard that currently measures a number of metrics through the environment communities in economy, the triple bottom line. This was created in 2014 along with our original Sustainability Action Plan. As shown on slide 12, they are using metrics reported through project progress in the EIP Project Tracker to tell the story of sustainability at Tahoe. However, since 2014, not all of those metrics are either relevant anymore, or data is not readily available. Within those three main categories they have a variety of subtopics, and 31 overall indicators. Ten of those, either the data doesn't exist anymore, the reporting from those sources has changed, or it's not necessarily relevant. Under this project they're going to be working with stakeholders to reevaluate and re-examine those metrics to better tell today's climate story. They're also going to sync those up and align them with other metrics. For example, the Tahoe Central Sierra Initiative has their pillars of a resilience that cover both natural and community systems and a lot of those metrics overlap with the work they're doing here in Tahoe, and the greater Sierra. California's Governor's Office of Planning and Research has recently released some of their metrics and the metrics they're using to measure resilience as part of their new plan. The state of Nevada also has a set of metrics they're using. They also want to coordinate with the Tahoe Prosperity Center and a lot of the economic metrics that they're measuring across the region. As LT Info is a clearing house and a place to convene all of this data, how can they bring all these different pieces together to tell the story of climate resilience at Tahoe but also tell it in a way that speaks to and recognizes the work that both States and the Federal Government are doing.

There are a lot of case studies that they can use to look at what they want to do in terms of functionality and tools. Some of these include Colorado's housing dashboard which breaks things down at a county level and then Richmond, Virginia, has a really good dashboard that breaks down the greenhouse gas emissions in a very user-friendly manner. They are proposing, the categories to stick with the triple bottom line with a slightly different naming. This aligns with the categories that the State of California identified for their resilience metrics of the built environment, social systems, and natural systems. Also, around that want they want to have ambient climate measures included in the dashboards, such as temperature, precipitation amounts, things that organizations like the University of California, Davis and the Tahoe Environmental Research Center collect and report on to not only can see what's happening to our climate, what being done on it, and those results. At the center of that is that story of climate resilience.

Next will be a digital exercise to get some input upfront about what the Board's priorities are around resilience metrics include. After that, Mr. Stock will be doing an activity here in the Board

rooms.

Presentation can be found at: [Agenda-Item-No-VII-A-Climate-Resilience-Strategic-Initiative-Briefing.pdf](#)

Board Comments & Questions

Ms. Conrad-Saydah said she thinks of resilience as moving forward by preparing for the inevitable and ongoing impacts of climate change, whereas mitigation which you addressed earlier is about actually reducing missions. When you're asking them to take on this next discussion, you're calling this climate resilience, but you are reflecting on the mitigation measures and the output of those measures, how do you want them to do this exercise on mitigation, on resilience.

Mr. Middlebrook said on both. At least the trend is resilience has started to be more broadly encapsulating the mitigation, adaptation, and resilience.

Ms. Conrad-Saydah said FYI, they are trying to call that Integrated Climate Action through the US Climate Alliance using all three underneath one umbrella.

(continued)

Mr. Middlebrook said with this information they'll work with a group of stakeholders through a process to develop a set of metrics. They'll come back to the Board with draft metrics for additional input. They'll collect the initial set of data for those metrics and develop a new dashboard that will replace the Sustainability Dashboard on LT Info. Then as project partners report on their project progress and goals, that data will automatically be added into the dashboard.

1) How do you describe a resilient built environment?

- Walkability
- Stormwater Infrastructure
- Future Proof
- Long Lasting
- Livable
- Sustainable Materials
- Coverage
- Green Roofs
- Energy Efficiency
- BMPs
- Wildfire Resilience
- Bikeability
- Housing

2) What comes to mind when to mind when you think of a resilient natural system?

- Healthy
- Biodiversity
- Protected
- Native Species

GOVERNING BOARD

October 26-27, 2022

- Vegetation Management
- Strong

3) What comes to mind when you think of a resilient social system?

- Integrated
- Accessible
- Inclusive
- Affordable
- Diverse
- Equity
- Housing
- Workers
- Family

Board Comments & Questions

Ms. Conrad-Saydah said one thing about the metrics and pillars, and everything else as you look to integrate those, is to try to distill things, to just a few that are most representative of improved quality of life in the built environment, natural environment, and that social cultural cohesion. If you look at the TCSI pillars for example, there are ten around a wheel that don't necessarily show a framework and they did a lot of work a couple of years ago to indicate what the inputs and outputs might be, and what the outcomes might be of those. She would really think clearly about what are the outcomes of the projects that you're putting on the ground and what are the outputs? There are two different things: When you think about those indicators think broadly about the outcomes you're trying to hit, the values you're trying to reach and really narrow down as much as you can. There's definitely an interest from the California Office of Planning and Research. She is blame in part for her time with the State of California and having a ton of these metrics. But ultimately, it's about accountability to people, to taxpayers, the species that we all care about. If they can think about it that way, very strategically from a communications perspective, it's easier to talk about the benefit of the projects on the ground.

Mr. Middlebrook said absolutely. Inputs, outputs, outcomes, is speaking TRPA's language. This is the exact approach they take to the Threshold update and work TRPA does.

(Presentation continued)

Ms. Kubose, Intern with TRPA's presented on her work completed over the summer with regards to climate resiliency, policy, and code amendments. One of main documents that this works supports is the Sustainability Action Plan, and when she was brought on as an intern, there were about 70 amendment ideas that the Long Range Department had come up with initially, and those ideas fell into the categories of Traffic congestion (VMT reduction); Energy conservation; Zero-emissions vehicles; Waste diversion; Sustainable Construction and Development; Water conservation; Carbon sequestration, forestry practices, and vegetation; Adaptation and resiliency; and Affordable Housing.

Ms. Kubose conducted internal and external research to refine those ideas. She spoke with various staff members to find out what were their needs, what were some of the things that they were hoping to potentially see as a code amendment, or things that have come up in their work. She looked externally at jurisdictions across the nation to see what they have done with similar initiatives, code, and other programs.

GOVERNING BOARD

October 26-27, 2022

Slide 22 is the memo that includes the amendment idea, the priority of short, medium, or long term. There are examples which was a result of her external research, survey results, and alternatives of what came from her internal and external research and what's recommended moving forward. Some of those amendment ideas initially, were better thought as projects or partnerships rather than amendment ideas at this time.

The survey was conducted on Qualtrics which was sent it out via email to about 90 to 100 various stakeholders around the basin. The stakeholders fell into these categories of Local Governments and Public services, Nonprofits and community-based organizations, and Private/Development organizations which included architects, engineers, and consultants. The numbers at the bottom of slide 23 shows how many responses were received.

Slide 24 shows an amendment idea, for example, require use of cool materials on a roofing to reduce heat island effect. In the first column they would mark how much effort and resources will this idea report to implement? In the middle, if implemented what type of climate resilience impacts will this idea have on the region? The responses could be not sure, negative, insignificant, or positive. At the right, it asked what is your or your organization's level of support for this idea; do not support, neutral, or support it. This was the main structure for our survey. for all the questions and amendment ideas in the survey. The survey 35 amendment ideas with opportunities at the end of each category to share their thoughts and additional ideas.

Slide 25 Results by Stakeholder Group: Something that came up quite often was focusing on reducing traffic congestion, and that was shared amongst all the stakeholder groups. Other popular ones were to promote water efficient landscaping supported by the NGOs and the private sector as well as promote renewable energy, facilitate the transition towards electric vehicles, supported by the local government sector and private sector, and the other ones were promote zero waste for temporary events, and continue focusing on workforce housing, which was shared with the local governments community based organizations, and nonprofit organizations.

Some of the additional comments and ideas were better public transportation, bus pedestrian and bike infrastructure, enforcement, energy efficiency and possible amendment ideas regarding going all electric was kind of contentious. One comment was that all electric is very costly, it will be met with great resistance and it's unrealistic. Another comment was energy efficiency is the key elements over requiring all electric. There was commentary on banning the use of fertilizers that contribute to algal blooms.

Her memo produced during her internship includes each amendment idea, and research findings, as well as the overall survey results, and more individual comments that were submitted as part of the survey.

(Presentation continued)

Mr. Stock said today's activity will share some ideas for developing climate smart code of ordinances. Staff would like input from the Board on an upcoming work plan for Code Amendments coming out of this climate program that they've heard a lot about today. Ms. Kubose's research produced a lot of amazing ideas of how they can build resilience and more climate smart policy. Those ideas range from policy and code amendments to strengthening and even creating new programs and partnerships with other agencies.

GOVERNING BOARD

October 26-27, 2022

In the first phase of implementing this research, they want to focus on the ideas related to the Code of Ordinances. Staff is coming to the Board at a really early phase of considering and scoping these ideas.

These ideas aren't fully baked yet and is a great opportunity to set early direction and get Board input before staff starts putting these Code Amendments together.

There are six broad themes for Climate Smart Code Amendments. Each member will get six dots to place on the flip charts next to the ideas that they think are most important to focus on.

Ms. Kubose talked about a lot of themes in her research. There are a few themes that they won't be addressing in this activity such as waste diversion. They are not addressing this because it's addressed heavily through Federal and State law, most notably through the Porter-Cologne Water Quality Control Act. Water conservation is similarly a priority of the States, and workforce housing is a major TRPA priority but is being addressed through our housing initiative.

A Climate Smart Code is using TRPA's regulatory authority to support climate smart and resilient behavior and development in the basin. There are three main ways that they can encourage these types of resilient behaviors through the Code. First, is by removing barriers in the Code to performing those behaviors. For example, roof pitch and material requirements can be a barrier to a roof mounted solar panels, and a cool roof construction. They can also create incentives for folks who want to do the right thing. An example would be removing coverage requirements for electric vehicle charging stations. Finally, they can simply make requirements, they can require that people do these behaviors. An example would be to require that businesses provide bike parking and bike racks in front of their businesses. He's not advocating for these ideas but rather are just examples. Code is not the only tool in the toolbox. There are also have non-Code tools. They can support education programs, projects, and partnerships that all encourage resilience and climate smart practices. Today, they are focusing on the Code.

Traffic Congestion and VMT reduction: Some Code ideas from Ms. Kubose's research include requiring snow clearing on multi-use trails and sidewalks, traffic reduction measures for temporary events, including requirements for bike parking or visitor travel plans as a permit condition for temporary events, and also this broad theme of an incentives for creating more bike and pedestrian oriented Town Centers. This could include requiring bike racks and EV charging stations, complete street style standards for pedestrian infrastructure; sidewalks of particular dimensions and removing barriers to outdoor dining. This has been an important topic recently as the City of South Lake Tahoe's emergency order has expired so, they're currently interested in finding ways if the Board directs staff to allow outdoor dining to continue.

Board Comments & Questions

Ms. Conrad-Saydah-said regarding VMT reduction, these are great ideas, but where do the sticks come in? The types of VMT reduction measures that make parking and driving less palatable than biking, walking, and complete streets?

Mr. Middlebrook said last year, TRPA adopted a new VMT standard and that includes a VMT Impact Mitigation Fee. As part of that tool when developers or project proponents want to develop a project they put in their location, project type, and it creates a baseline VMT. From there they could select that they are planning to install bike racks, and that would reduce the fee they have to pay. There's a lot that's already being done with the VMT which is why this one is focused on some

GOVERNING BOARD

October 26-27, 2022

of the areas where that tool is already not targeting some more of those stick measures for VMT and the VMT Mitigation Fee. Just as with housing, where housing, they've already given direction to the Tahoe Living Working Group on code changes, they want to figure out ways to add to the process and not duplicate. Some of those more stick ones, there are willing to take all those ideas and draw them up here, but they do exist in some other places currently.

Mr. Hoenigman said his question is similar regarding land use which has been covered more in the housing discussions. But about incentivizing development in dense nodes in the downtown cores so that they're walkable and able to be served by transit. To him, that's key. Should that go on the list, or is that part of the housing code changes being worked on?

Mr. Stock said this is part of the Transportation climate and housing nexus. Yes, they need to encourage more density in our Town Centers. and are trying to hit that from all different angles and belongs on the list.

Mr. Middlebrook said all of those housing measures that are looking at that then could be replicated for commercial businesses and mixed use that the housing initiative doesn't necessarily touch. They can use the success on that analysis to expand those measures as the Board sees fit.

Ms. Aldean said maybe this is just a matter of semantics, but the third bullet point is incentivize, walkability, and bikeability in Town Centers. An incentive is not a requirement typically. Then you have a list of requirements, she thinks that's kind of mixing metaphors. If that true incentive, is something that is the carrot as opposed to the stick, and she always prefers to lead with the carrot, and then follow up with the stick. Not to say that these ideas aren't laudable, but thinks that they need to couch them differently

Ms. Conrad-Saydah said also because you're talking about the nexus, it might be interesting to include by reference some of the other areas where all of these are addressed in the report itself and the same in those other reports so everyone can see that nexus very clearly.

Ms. Faustinos asked if there is a way to have a stick that says you're going to be promoting programs which expand bike sharing, E-bike use, etc. In her area, one of the Council of Governments was able to establish an E-bike program where you can get a free E-bike for six months and hopefully that incentivizes more people to be able to use it.

Mr. Middlebrook said yes, they work with their partners, the Tahoe Bicycle Coalition who volunteer and have bike valets at many events throughout the community. Also, on the list is the E-bike charging. The program that was giving E-bikes for free for certain users just received a \$200 million statewide grant to expand statewide. He's watching this as a firm believer in E-bikes and their potential to bring a program like that to Tahoe.

Ms. Novasel said in Colorado, incentivizing for walkable, bikable areas is using nonprofits that work with bicycles to make to get commuter bikes for the communities which is very successful.

Mr. Middlebrook said that's a line between what is a program versus what is a code update. They'll mark it down but then understanding, does the Code contain language that says they must have volunteer programs, or do we just use through their transportation demand management program.

Mr. Lawrence said personally, he finds this a little tricky because the climate is such an overarching umbrella over everything. He gets concerned about keeping things straight as far as the difference

between the Tahoe Forest Action Plan, the Environmental Improvement Plan, the Climate Resiliency Plan, and the Aquatic Invasive Species Plan which all have dollar amounts attached to them and all add up to more than the EIP. He doesn't know where forest health fits in, is the forest health part of the Climate Plan, part of the Forest Health Plan, the EIP? Moving forward, he requested that they get more clear on exactly how all of these pieces fit together.

The first bullet is snow clearing on multi-use trails and sidewalks. He's assuming they mean in urban areas. If this is traffic congestion and VMT reduction, because they had a long discussion about the East Shore Trail this morning and he knows that a lot of folks want State Parks to keep that clear. There's a lot of issues with that and would contend that keeping that East Shore Trail clear in the wintertime doesn't do a lot for VMT reduction. So, maybe some clarification there.

The sub-bullet under the second bullet, Visitor Travel Plan. What is a business travel plan for temporary event? Is it a traffic and circulation plan?

Mr. Middlebrook said snow clearing is something that the Placer County, Tahoe City Public Utility District does snow clearing the winter. El Dorado County and the City of South Lake Tahoe also do snow clearing. It's expensive, so, they do prioritize those areas closer to urban areas, especially connecting to neighborhoods where they know their car free homes are because those folks are the ones that absolutely rely on that trail network in the winter to get to work and activities. So yes, the urban commute trails are more of a priority than some of the more rural recreation trails.

Ms. Novasel said El Dorado County clears from Meyers into town and is becoming more, and more popular people are finding that. Also, between one business to the other, people park their car in one spot and walk from one business to another. That would not happen if they were not clearing those walkable areas in the winter. It does help VMTs.

Mr. Lawrence said he stated that the East Shore Trail wouldn't help with VMT. He just wanted clarification on what type of multi-use trails are they talking about clearing.

Mr. Middlebrook said regarding the question on the Visitor Travel Plans would be a condition for the event host where they would have to identify that they reached out to the local transportation agency to ensure that their event is promoting bus routes, have a bus schedule readily available when they sell tickets, and that they have a bike ballet available. Follow up confirmation on how to travel to and from the event, and that they're coordinating with the local transit agencies in order to make sure that it runs seamlessly.

Ms. Hill suggested that it would be great on that additional requirements for pedestrian infrastructure like sidewalks and way finding. That's really impactful for local governments to see how we can do that and that's something that perhaps could be their bonus allocation every year. You could do the same with the snow clearing which Washoe County is looking at in how to do a better job on clearing their multi-use paths. They are supposed to have a plan that will come out of that. Then finding resources that they could share with other governmental entities on who else is doing snow clearing on these multi-use paths. Are they contracting with a private agency that they should work with like Clean Tahoe that they've worked with because the rest of the Lake has worked with as well. Bike racks can be tough with E-bikes and wants to ensure what they are requiring makes sense, and that they'll be used. Especially with the charging, as well, she doesn't need to charge her E-bike except at home but is not going around the Lake but am going quite a few places during the day.

GOVERNING BOARD

October 26-27, 2022

Mr. Yeates said Mr. Middlebrook gave a good example on VMT on how they were going to use the mitigation fee and it provides the project proponent a range of things to do to reduce the fee, which also benefits VMT reduction. He's trying to figure out the require, require, require, incentivize, require language. In that context require means that you want something from us such as a permit. What is going to be the project? TRPA would ask Placer County, you need to require snow clearing on multi-use trails and sidewalks, what is the trigger for that requirement? That's what codes are for.

Mr. Middlebrook said that is part of what they're exploring and the feedback that they want from the Board. In the City of South Lake Tahoe they do have the requirement that businesses clear their sidewalks of snow. The businesses want to continue operating in the city, they want them to keep the sidewalk clean and has a fine associated with that.

Mr. Yeates said for example, why not put an amendment in the Regional Plan? An area plan which the City of South Lake Tahoe would come in and one of the things TRPA would say is that snow clearing of multi-use trails and sidewalks needs to be part of that Area Plan. That's not a code issue. When someone comes in for an amendment to your area plan, they think in order to help with our overall climate resiliency that South Lake Tahoe, Placer or Douglas County needs to do that. This is where he's trying to figure out if you were coming to the Regional Plan Implementation Committee with a code amendment, what's TRPA's nexus to this requirement.

Mr. Middlebrook said that's exactly what they're trying to figure out with this process, and the feedback is critical. Snow clearing on trails is important especially for those that don't have cars but where is the most appropriate place for that to live? Is it really a code, where's the carrot or stick? Does it belong in our plans? Is it more of a local jurisdictional issue where some of the local jurisdictions are already doing that using their funding. If all the local jurisdictions are already doing it, do they need to make it a requirement? Those are the things they're going to answer through this process.

Ms. Aldean said she's all for removing barriers to expanded outdoor dining and retail but doesn't understand how that addresses traffic congestion. When you go to a restaurant, you're offered an opportunity to sit inside or outside. It's great for the business, and obviously was implemented to deal with the Covid restrictions. She thinks it's a great idea but is not sure it fits within the context of VMT reduction.

Ms. Gustafson asked if it is because most of the time when they've expanded outside, they're in parking spaces that were previously required to be open for parking, and therefore you're reducing, parking, and incentive.

Mr. Stock said that is one of the pieces, using street parking for outdoor dining. The other piece is this idea of street and public space activation as an incentive for active transportation.

Ms. Aldean said that needs to be clarified. If you are putting together a list of incentives, then it should say that you know one of the incentives for putting in bike racks and E-bike charging, is that you are going to be allocated a certain number of outside parking spaces. Use that as an incentive to promote other items on the list.

Ms. Williamson said going to concerts over the summer in Stateline, people don't like using the bike racks with their E-bikes because there's anecdotal stories of someone picking up the entire bike rack with the E-bikes and putting that in a truck. So, the casinos started coat checking E-bikes which

GOVERNING BOARD

October 26-27, 2022

people love. As they're talking about E-bikes, recognizing that value and either having things cemented in recognizing the value of an E-bike.

Mr. Middlebrook said even with multi-family housing, it goes beyond just having a bike rack outdoors, it goes to having to secure bike rack with fencing around it, where it's locked, or where it's indoors.

Ms. Gustafson said regarding the conversation on the transit and temporary permit looking at how they require or incentivize participation by employers in carpool and ride share programs, alternative to single vehicle use. Does it make sense in code or not?

Mr. Middlebrook said the Transportation team is busy developing the pilot of the Commute Tahoe program, which they've engaged some local businesses in that pilot, such as the League to Save Lake Tahoe. They do currently have that a code requirement that employers over 100 employees have a commute program for their work. The Transportation team is working as part of their Regional Transportation Plan on strengthening that program and potentially bringing back, maybe some stronger code language that enforces that.

Ms. Gustafson said for those large employers that can work, but for so many of our small businesses maybe they need an incentive to also participate, because then they could look at those parking locations outside the basin and start having some funding or opportunity to see those used better.

Ms. Novasel said one of the biggest issues they have right now is where you can ride E-bikes. If there can be some code and work with other agencies, but they need to address a universal code for bike trails.

Ms. Diss said as one of the resident parents of young children in the group, she suggested instead of focusing so much on just bikes, E-bikes, scooters, and non-vehicle modes of transportation. She would be able to reduce a lot of vehicle miles traveled if there were like accessible ways to get my children places other than just her car. Having place for people to put wagons, strollers, all kinds of devices that people use to transport humans, wheelchairs, wide enough sidewalks focusing on broadly wheeled vehicles that are not automobiles. You cannot take a baby in an Uber unless you bring a car seat with you, and then you're walking around with it. If you have a stroller, you can go on the bus or whatever, but not if you can't fit the stroller on the bus. Especially for event planning, having a bike valet that you could also leave a stroller would be good.

Ms. Gustafson said micro mass transit, doesn't have stroller access.

Mr. Rice said with all these E-bikes and scooters running around, seems to him that there's a lot of older folks that frequent the basin, and or live in the basin, and not being as agile as some of us used to be, dodging these things can be a real problem. We should come up with some reasonable codes as to where you can or cannot ride them. They come into Douglas County where they have no ordinances about these things at all and find them dumped all over the place. One of his concerns would be regulation this to all these electronic devices of where they can be used and where they should not be used.

Mr. Middlebrooks said the E-mobility devices are definitely an emerging trend and challenge. There are two sides of that coin of managing how people use them but also being able to provide the infrastructure that allows people to use them more safely. If you're only providing one narrow

sidewalk, it does create more user conflicts but if there's a sidewalk with a designated lane, then you can have more of that separation where everyone can enjoy the street and what all of their complete street projects in Tahoe are about.

Traffic and VMT Reduction

Idea	Votes
Rules for shared e-mobility devices	
Consistent e-bike usage rules	
Require snow clearing on multi-use trails and sidewalks	3
Incentives for more density in town centers -Require bike parking/valet -require visitor travel plans	3 1
Commuter programs	2
Promote walk and bike-ability in town centers	3
Promote e-bike usage and programs	
Promote Bike share	
Not just about bikes – all wheeled devices (wheelchairs, strollers, etc.)	1

Energy Generation: This topic is where they think they could have a lot of impact through the Code of Ordinances. The first idea is to look at removing barriers to small scale energy generation. For example, they could do more to support metering systems that could offset grid power at important institutional facilities like South Tahoe Refuse or the Lake Tahoe Community College. This could include standards for small scale biomass facilities, wind generation, or solar energy facilities as well. Solarization can also come again up against the scenic standards so, defining preferred materials, reflectivity, and even code interpretations for the scenic rules, as they relate to solar panels, could be a priority. Solar and wind structures also come up against our height standards, so, they could provide additional height allowances for these structures as appropriate. Finally, they could require large buildings and parking lots to include solar. Other jurisdictions have done this in the country and have had some success.

Board Comments & Questions

Ms. Aldean said there is an incentive for some of these buildings to install these solar panels, because it reduces their energy cost. She's not sure a requirement would be necessary. She thinks it's just a code change that would allow them to be installed. How do you do with reflectivity issues? You're talking about amending the scenic ordinance but that's for the unit itself, it doesn't address the glare that can come off these panels.

Mr. Middlebrook said they've been doing some research into that and there's products on the market where you can put a film on the solar panel, similar to like a tinting that reduces the reflectivity. The big thing here is that they're being clear with permittees that this is the standard they're expecting and here's ways they can meet it. It may as simple as providing a fact sheet of things to consider and how to meet the scenic standards. Or it could go further into code changes.

GOVERNING BOARD

October 26-27, 2022

Ms. Aldean said if someone can afford to install solar panels, it will reduce their energy cost. So, she's unsure it should be a requirement.

Mr. Middlebrook said an interim step there too could just be requiring a new construction to have pre-wiring for the infrastructure which is a lot less cost on the project component. Then it makes it less expensive to install it later. It could be the same with electric vehicle infrastructure.

Mr. Yeates said he can't imagine the reality of enough wind at the Lake for wind power. When he was chair, he received a phone call from a person who was excited about doing a wind project near Marlette and what would be TRPA's reaction. The scale is significant and there's no way to hide the wind turbines. For those of us who like birds, there is a serious downside.

Mr. Middlebrook said the giant white windmills that you're used to seeing in the windmill farms out in the valleys, will never be feasible in Tahoe. In terms of this code change, there are some new technologies that are these cylindrical spirals that more small scale for individual homes that could work. We have wind up here but the problem and challenge with wind energy is, we get very gusty wind, and it's not consistent and is not necessarily the best for energy generation. They want to ensure as they are researching it that the Code isn't getting in the way of some of these new novel technologies.

Mr. Yeates said he questions wind. He sees solar and the biomass, just because they have so much as a result of Caldor Fire. Wasn't the Washoe Tribe thinking about opening up a biomass facility in Carson City?

Mr. Lawrence said it's in Douglas County which is a sawmill site now. What's being contemplated is not biomass facility as much as it is a sawmill facility.

Mr. Yeates said that's a fairly significant and industrial thing for the basin.

Mr. Middlebrook said in that example and the wind example scale really makes a big difference. There are some of those small scale facilities that are the size of a shipping container that can generate power. It's not going to generate all of our power but for example, at a transfer station for waste company that is already taking in all of the pine needles and yard debris in Tahoe, instead of trucking it over the hill they could generate enough energy on site given all the other constraints that they have in the basin with air quality concerns and offset some of their onsite energy.

Ms. Gustafson said Northstar Community Services District and the Truckee Tahoe Airport are doing that. They're going to convert the biomass directly to heat the walkways in the Northstar Village and the airport runway. There are looking at it in a very small scale. Code generation, instead of generating the power, because you lose some of that. There are other new technologies coming out all the time for the biomass but really is small scale and moveable.

Mr. Hoenigman promoted biomass because we have so much of it and having just cut down almost 65 dead trees on his property, and there's no use for any of that. It's just going to landfill right now. That needs to be separate because that's part of the forestry health projects. They have to have some place to put all that stuff.

Mr. Middlebrook said if you want to vote for one of these ideas that has the biomass, wind, and solar, if you put your dot right on the one you really like, they can glean that.

GOVERNING BOARD

October 26-27, 2022

Mr. Hoenigman said solar wouldn't work on his house because of too much snow and would destroy the panels and would imagine that's true in a lot of places up here. He reached out to the utility about community solar, and there was no community solar up here which kind of surprised him being in California. That is something that they need to look at, because the panels are going to be much more efficient down in Reno, providing power up here and more efficient than putting it on everyone's roof up here. Another interesting item is the bi-directional charging equipment for electric vehicles. Why build a \$1 billion battery plant when you can just get 10,000 Tesla owners to opt in in and use their cars to store up and then discharge when there's no sun. Any charging equipment that we require or incentivize, he thinks they should be pushing to make it bi-directional as soon as those standards come out.

Mr. Friedrich had a question on coverage for whatever renewable energy facility is deployed or proposed to be deployed. He sees on the next slide there's coverage exemptions proposed for electric vehicle infrastructure, how about for renewable facilities?

Mr. Middlebrook said coverage is covered under the bucket of removed barriers for small scale energy generation. It's coverage for ground mounted solar or height for roof mounted solar.

Mr. Stock said he would add that on, so, they are sure to consider that.

Mr. Friedrich said the City of South Lake Tahoe passed a 100 percent, 24/7 renewable energy by 2030. To do that you need around the clock generation. Renewables does not equal natural gas so, we're talking biomass. Pumped hydro, we have mountains, a reservoir on top, one at the bottom, and you work with the gravity to generate electricity. That's an emerging technology that's being deployed in in more places. We have mountains and we have trees so, these are opportunities. That's another type of technology that might in the future require some kind of code flexibility to deploy. If they're serious about climate, when in doubt, they need the error on the side of allowing renewable deployment. Say solar as a scenic asset, because that means they're fighting climate change, it's not a blight. Just kind of reinterpreting all these things. He's personally in favor of maximum flexibility for all these.

Ms. Novasel said she had a question mark on this one, it drives her crazy. Not just for solar, but for a lot of reasons in our Lake, pollutants and all that. How do they incentivize solar on the Lake? It's incredibly important and think it would solve a lot of other issues other than just solar power.

Mr. Middlebrook said that's really interesting in terms of solar on the Lake. Even tidal wave power generation is maybe something in the Lake if it ever mixes again. A spoiler alert on the electric vehicle chart they do have electric boat charging. Homewood Marina won a Best in Basin award this year for their electric boat charging.

Mr. Lawrence said he's going to struggle on this one with his dots. He likes all of these ideas but does get concerned. We are an environmental agency with a lot of thresholds across the board regarding scenic quality, water quality, and air quality. Energy generation in the basin is something to be looked at, but we have to be mindful of the trade-offs. He could easily say, yeah, incentivizing solar rooftop panels is a good thing. Does one primary residence going to solar a big enough advantage to Tahoe to basically do away with scenic standards? Or height standards? That's where he's struggling. How much does an energy generation in the basin help with our Climate Resiliency Plan. He can get behind biomass. Mr. Yeates brought up wind and philosophically, more diverse renewables is great, but not at not at the expense of everything else. He doesn't see that in the mix. When he hears let's relax the standards, perhaps the environmental document for those could

GOVERNING BOARD

October 26-27, 2022

change, but doesn't want to lose sight of that. They have to make sure that the benefits are going to away the cost of the other.

Mr. Middlebrook said that is exactly the concern of our Permit and Compliance Department has brought up. If one house does it, then all of a sudden, every house does it then where's that cumulative impact. The South Tahoe Public Utility District just approved to move forward with a one Megawatt, a solar facility on some of their land. There's going to be a couple upcoming projects in the region that will help them examine those bigger basin concerns with an actual project to look at and talk through all those policy decisions.

Ms. Williamson said when it says community solar Nevada, you can't do community solar Nevada. You'd have to change the statute but what they do is expanded solar access where you have solar facilities off site, that people that are low income or work or own a disadvantaged business or certain other categories can buy into solar coming off of other places. They're really specific roles. It does exist in Nevada under a different name and has really specific parameters around it already, and this it just came up the last legislative session.

Mr. Friedrich said the more electricity they generate here and store for nighttime usage the less we have to import on transmission lines that are coming through forest. The same sort that burned down countless California communities and was certainly a part of the City of South Lake Tahoe's thinking on their resolution. In an ideal world you would be able to generate all your own electricity locally such that you were less and less dependent on those high fire risk transmission of electricity. That is a fundamental part of resilience in his view and avoiding the ultimate scenic blight of catastrophe wildfire burning down forest. He would think of that in terms of a reason to promote local generation as an imperative. Regarding solar, California does have this solar mandate which took effect two years ago, for all new single-family and multi-family homes over three stories. As Ms. Aldean mentioned before tradeoffs like, if you do this thing with bikes or E-bikes, then maybe you get some allowances with parking. There's lots of things that are put on the table including funding, and they're looking at density, coverage, and height allowances for multi-family. One could imagine packaging that with a solar or energy efficiency requirement. To Say, if you're going to add impacts for more people, more cars, more density, and more runoff, then you have to offset it with renewable energy and efficiency,

Ms. Diss said since there are specific call outs to different kinds of energy, she wants to make sure that they're not excluding emerging technologies. For example, the company she works for is involved primarily in geothermal which she's not suggesting they drill in the Lake Tahoe Basin but they also do waste heat recovery, which is primarily utilized in industrial settings, but can be used on things like hospitals and casinos that generate a lot of heat and send it out into the atmosphere. There's technology to capture that heat and turn it into energy.

Mr. Middlebrook said Ms. Gustafson brought up the example of Northstar and the Tahoe Truckee Airport doing that for the heated sidewalks.

Energy Generation

Idea	Votes
Remove barriers to small scale energy generation	1
-biomass	5
-wind	
-solar	
-storage	
-geothermal	
(notes: coverage, size, bird impacts, pumped hydro, waste heat recovery, don't exclude emerging technology)	
Clarify scenic standards for energy generation	2
-preferred materials, reflectivity, code interpretation	
Community solar/Expanded solar Access	
Additional height for rood mounted solar/wind	
Bi-directional ev charging	3
Require solar on large parking lots and buildings (or just pre-wiring)	1

Energy Conservation: They may consider incentives for increased energy efficiency. It could include coverage exemptions or other bonuses for energy, efficient design. For example, building thicker walled structures to accommodate better insulation They could require new construction to be a 100 percent which has been done elsewhere. They could also consider a mitigation fee or additional development rights for very large residences, and this has been tried in other mountain towns most prominently Vail and Aspen have done this. They could align their exterior lighting requirements with energy efficiency and dark sky standards which would be a relatively easy lift for them. They recently had an analysis that said they're close to dark sky, but not quite there.

Board Comments & Questions

Ms. Aldean said somebody sent her a funny photo of a gas vehicle towing a diesel generator re-energizing an electric vehicle. When she looks at 100 percent electric for all new construction, how is that electricity being generated? Is it being generated from solar power, wind power, or generated from gas? She understands our focus is on the Tahoe Basin but ultimately, if you look at it holistically, a lot of our electricity comes from gas. It's a bit of a conundrum. How do you go 100 percent electric and have absolutely no impact on the environment? She doesn't think you can unless it's generated by wind or solar. We need to be more specific about what we need. Her instinct is just to eliminate it.

Mr. Hoenigman said it depends where you are because in PG&E's service territory, he thinks they're way below 25 percent that comes from burning fuel and the electricity is really clean. The thought is over time, the electricity is getting cleaner, but once you put in a furnace or a hot water heater that's gas, they have a long lifespan, and people will keep replacing them with the same. If you get them out now, then over the long term it'll save a lot. Right now, it doesn't make sense in a lot of areas at this time, but over the lifespan of those appliances it makes sense. At the end of the year, California's Title 24 is being updated at the end of the year, and right now if you build it's already LEED or LEED Silver, if you just build a house under current and with the new codes you have to

GOVERNING BOARD

October 26-27, 2022

insulate normally, and sheet the entire building and ridge it and it can't pass if you put in a gas appliance like a furnace or a hot water heater. California has solved our problem on that part of the Lake for us, so we aren't going to have to probably require or incentivize anything there. He has no idea how Nevada is by comparison.

Mr. Middlebrook said he knows some of the local jurisdictions on the California side like the City of South Lake Tahoe are actively developing a reach code that goes even beyond that Title 24. This may be one of those items that the direction they make at this Board for policy is that that's being handled in a local jurisdiction level and our role is more of a support role.

Ms. Aldean said they know what happened to California during the heat wave where the Government asked everyone to not charge their electric vehicles. Given the state of technology today, it places people in a very vulnerable position. At her home, electricity goes off, goes on, Nevada Energy is relatively efficient and reliable. But there are times the electricity goes off, so they installed a gas generator so that we don't lose all the food in our freezer. So, from a practical standpoint it makes sense to have alternative sources of energy and is what worries her about this push for all electricity, because a lot of the electricity is generated from fossil fuels currently and maybe that won't be the case in the future. She feels that they need to focus on the bigger picture, and not just what's good for the Tahoe Basin.

Ms. Conrad-Saydah said yes, yes and there's also a lot of research and data on indoor air quality from gas appliances making indoor air quality worse. There's actually a public health indication for moving to all electric as well and thinking about that gas generation and the public health and air quality impacts. So, the move towards all electric, yes, there are reliability issues that they still have to work out and this longer-term play, the more communities that can go towards all electric the more demand there will be for fixing some of those issues. When you think about some of the public health issues, and they're really large, especially for indoor air quality, it is important for them to do everything they can to move in that direction while dealing with some of those reliability issues. To fair when California responded to that request, they did it. So, there is a collective response and a state of 40 million people responded, and they kept the lights on. Additionally, when she thinks about generation, they're not China, they're not getting our electricity from coal, they are moving clear and cleaner. They're keeping some of these dirty or natural gas facilities online specifically for backup generation and are thinking about long term about how you ensure reliability. The more you can get gas lines out of your house, the more you are protecting yourselves and your communities, to think about the gas explosions they've seen. Moving that direction has any number of benefits from indoor air quality, public safety, reducing infrastructure that they need underground in an earthquake prone state. She encouraged everyone to think about the bigger picture in the longer term.

Ms. Williamson said they are studying the future of natural gas at the Public Utility Commission at the request of the Governor at the end of the last session because there was a Bill pending in Nevada that was going to look at either ending natural gas or fully electrify which it did not pass. It didn't get out of Committee and the Governor asked at that point if the PUC looked at things like stranded assets when you're paying for gas lines that you've already paid for 50 years, how much is that going to cost people? Reliability? Some of their mobile home parks that still rely on propane. It is being studied. There's a conglomerate of six states that are looking at this across the West. She would put Nevada squarely in the study mode, whereas California is in the more implementation mode. This might also be something that their State is just studying at this point. To the point of full electrification, they're not as clean as PG&E right now, they are at about 70 percent natural gas that they still burn. It is something that Nevada probably is going to take a longer look and is good that

GOVERNING BOARD

October 26-27, 2022

they're looking at that to statewide. That's not to say that locally they can't support, encourage and see what's happening across the border and see how California has implemented this, and see some of those issues. Their commission is looking at the California Commission, who also has been studying this. She wonders if this is something that they continue to gather lessons on but that might just particularly be an area where California has taken steps that Nevada is continuing to study in that mode.

Mr. Middlebrook said it could also be an incentive program. The woodstove replacement and incentive program that TRPA helps manage has been a success. They've replaced most if not all, woodstoves in the basin with EPA certified woodstoves. Maybe it's transitioning with the money that was going towards woodstove replacement to electric conversion. Instead of requiring it, rather an incentive program for people to swap out an inefficient gas water heater when it breaks with a new electric pump.

Ms. Aldean said coupled with that, Mr. Friedrich brought up the issue of electric lines above ground. Ultimately, those lines should be underneath the ground, because there's the potential of a catastrophic fire. If the weather ever returns to normal in the Tahoe Basin, and being all electric, if the electricity goes down and you don't have a stove, that could leave people with no heat at all during a massive snowstorm. There are public health issues that also have to be considered. She's encouraged that California has elected at least temporarily not to shut down this last nuclear plant, nuclear plant dangers aside, it's a clean form of energy. Like Nevada and the Public Utility Commission is doing, take a long thoughtful look at the ramifications of what they do before they make a command decision to convert.

Mr. Hoenigman said one thing that they might be able to incentivize that would help would be in home battery storage because that could help in outages and so many different things.

Ms. Novasel said that's a backup energy, source, because we're all trying to do generators now and it's a lot of gas generators out there. So, incentivize the electric ones.

Mr. Friedrich said he's planning to electrify his house and kick gas. He thinks there would be a lot of projects coming forward. The Department of Energy has a cold climate heat pump challenge. Nice thing about electric heat pump is they provide air conditioning, too, so it's getting hotter and could be a benefit. He's guessing they're probably not going to be pursuing this short term as a basin wide mandate so, we'll see how things unfold on the ground, and continue to look at this as the as time goes by. He's intrigued by this excess square footage and energy use mitigation fee. It could have a side benefit of providing more. What would be the base square footage and the excess before?

Mr. Middlebrook said if the Board wishes to move forward, staff wants to do an analysis to understand what the average square footage for homes are here, what the minimum and maximum is.

Ms. Gustafson asked what they are or what they should be.

Mr. Middlebrook said it's a good question. Mr. Stock mentioned some examples where they have maximum square footage, like Vail for example. On the flip side of that, Aspen's maximum square footage is 24,000 and Vail's is 10,000. If they were to pursue this, they would do more analysis on what our current built stock looks like, average energy uses for homes, and then be able to calculate that. It could be incentives like such as if you want to build a larger home you could electrify your

home, therefore, you're not using as much carbon. They would have to do an analysis to figure out what fits in Tahoe.

Mr. Friedrich said it's not hard to imagine this has affordable by design benefit if all houses were built, as 3/2, 1,500 square feet houses rather than monster homes, we'd have a lot more affordable housing, and people wouldn't have to leave the basin. They wouldn't have to cover as much new land for new projects because all the houses are too big to afford. Regarding dark sky, the City of South Lake Tahoe started with municipal lighting where they're moving toward a standard of all dark sky compliant lighting. They have sidewalk lighting going in along Highway 50 with 2200 Kelvin. It's not the bright glaring blue LED, it's a warmer light. There are all kinds of data on the impact of non-dark sky lighting on wildlife and people and thinks this will be an easy one.

Mr. Rice said I don't want to say you can pry my gas heater out of my cold dead hands. Good gosh, folks, we don't have the infrastructure to electrify all of Lake Tahoe. The last time we had an emergency here, there were electric cars blocking the highway because they weren't charged before they got going, and then they got stuck in the traffic with everybody trying to get out of here. Now the electric company during certain hours of the day, are asking people not to charge their cars, dry their clothes, or turn on the oven. We're not ready to go a 100 percent electric and doesn't think they'll be there within 50 years.

Energy Conservation

Idea	Votes
Incentivize energy efficient appliances and building standards -coverage or development rights bonuses for energy efficient design -require 100% electrification for new construction	4
Underground power lines	1
Require excess square footage mitigation	2
In home battery storage	
Energy appliance conversion rebate program	2
Update exterior light requirements for efficiency and dark sky	3
Bonus Development rights for energy efficiency	
CA title 24	
Electronic heat pumps	2

Zero Emission Vehicles: This is another area where there are a lot of holes in the Code of Ordinances that they could fix. They could incentivize electric vehicle chargers through a coverage exemption. They could also provide other guidelines to incentivize, but also facilitate appropriate construction of electric vehicles charging stations. There are no standards for electric vehicle chargers in the Code. It could include, use guidelines for allowing them as an accessory use to different uses, signage requirements, parking requirements, and snow removal. They could also require electric vehicle charging or conduit for electric vehicle charging in new construction, similar to what they talked about with solar panels. Electric watercraft is another emerging trend that they need to keep on top of. They could provide interpretations for how electric boat chargers would

relate to their Shoreline scenic standards and can set standards for placement and performance of those chargers as well since there is nothing in the Code of Ordinances.

Board Comments & Questions

Ms. Novasel said El Dorado County has a dig once policy. If someone's digging a hole, then they put in conduit. So, that would relate to both of those comments. They try to use that as much as possible but it's a tough sale sometimes but makes sense to get that dig once policy going for all the jurisdictions.

Ms. Aldean asked if requiring electric vehicle charging stations for new construction is residential or commercial. For a small house to install an electric vehicle charging station, if they don't have an electric vehicle seems to be a bit of a stretch.

Mr. Middlebrook said it could be either or both. California does have some requirements for the conduit to go in for new instruction, and believes their threshold is commercial businesses and then multi-family over four units. He doesn't believe single-family is required to do the conduit yet. The commercial and the multi-family would be just the conduit.

Ms. Aldean said it would be helpful to clarify that because conduit is different than a charging station.

Ms. Conrad-Saydah added that they should also think about how to try and get co-location on cell towers and chargers. They need to have a much broader push to have universal charging for everything that we do, but at least having universal stations, would be incredibly helpful. Thinking about co-location of charging types in one station, so, they're not looking at a lot of different impervious surfaces for different charging types. You don't want to accidentally incentivize a hodge podge of stations but rather coordinated development, putting them in the right places, and again, different types altogether.

Mr. Middlebrook said yes, please write to your Congressperson to advocate for single port charging standards, and the same for cell phones.

Mr. Friedrich said these are all great ideas. Electric watercraft is a solution to many problems and probably an emerging trend and makes a lot of sense to start thinking about guidelines and standards. Also, expedited permitting for electrical vehicles infrastructure, California has Assembly Bill 1236 that provide requires an expedited permitting system for all jurisdictions. He would encourage the group to look at that one.

Mr. Hoenigman said he doesn't know what the local governments are doing about converting their own vehicle fleets, but that should be something that they put in there. Also, thinking about non-vehicles and all that small stuff that emits a lot of CO2 and pollutants. Gardening items such as lawnmowers and blowers, and snowblowers.

Zero Emission Vehicles

Idea	Votes
Incentivize ev charging through coverage exemptions	3
Expedited permitting	
Facilitate appropriate ev charging -signage, parking, snow removal, use	
Bi-directional charging	1
Require ev charging for new construction -dig once policy	1
Guidelines for electric watercraft -scenic -placement, performance, safety	9
Hydrogen	
Fleet	
Small engines	1

Sustainable Construction & Development: The topic of this balance between a local and regional regulation has been coming up a lot and this is in a topic area where they really need to be conscious of that some pieces are more appropriate for regulation by the local jurisdictions, they by TRPA. Mr. Middlebrook brought up the Reach Code that the City of South Lake Tahoe has is working on right now. They could focus on updating TRPA Code of Ordinances to support local initiatives. This could include requiring or incentivizing cool building materials, incentivize area wide green infrastructure in Town Centers, this could possibly be through a fee in lieu of coverage to support a larger scale green infrastructure projects, removing barriers to recycled construction materials. An example could be as simple as a code interpretation affirming that certain recycled materials are appropriate for scenic findings for construction. Incentivizing solar ready or passive solar construction. This could be done potentially by relaxing some dimensional requirements that would otherwise impede passive solar construction in some cases. They could also have the opportunity to extend the grading and construction season in response to longer warm months. Another item would be to standardize their BMP guidelines for roof drip. Roof runoff is relatively clean compared to roadway and driveway runoff, so they could standardize roof drip requirements in the Code and focus that energy more on the polluting sources of runoff.

Board Comments & Questions

Ms. Novasel asked what cool materials are.

Mr. Middlebrook said the most obvious example is when they're talking about urban heat island effect, and heat buildings is white roofs versus having a black roof because it reflects more. That's more of a challenge with TRPA scenic standards of painting roofs white. There is now technology and the materials that these cool materials that are more reflective, so they absorb less heat, are in available in a variety of colors that match with our current color guidelines. It could also be thicker installation on a roof. The way the roof is designed. Roof pitch comes up a lot, they have this very steep roof pitches that have a lot of open space and air that's then heated and is an energy suck. There is a lot of material science that goes into creating materials that send more light back out into the atmosphere versus absorbing.

GOVERNING BOARD

October 26-27, 2022

Ms. Novasel asked if there is a difference between Lake Tahoe's guide compared to an average temperature in Sacramento, for example.

Mr. Middlebrook said when you think extreme heat you usually think the valley, where it's up to 110 degrees. The extreme heat index, as defined in the science, especially through the California adapt tool which has a lot of climate projections defines a Tahoe extreme heat day as 96 degrees. Right now, they average two or three of those a year, and in the future, under climate scenarios, they are going to have 14 to 20 of those. While that heat may not be as extreme as the valley, they don't have the infrastructure. For example, many people don't have air conditioning in their homes. It's a combination of heat, relatively hot to what they're used to in combination with the lack of infrastructure such as air conditioning that causes those problems.

Ms. Aldean said they're talking about the use of cool roof materials which reduces the heat inside the house. But are we missing an opportunity to capture that heat and store it for winter use?

Mr. Middlebrook said they want to reflect the heat in the summer and capture the heat in the winter.

Ms. Novasel asked what the materials/technology are used at the Tesla plant and could they incentivize that.

Mr. Middlebrook said those are the Terra Cotta tiles and is one of the materials that the Permit and Compliance Department is starting to see more of and have some of the same concerns with the reflectivity and scenic issues.

Ms. Gustafson said she's also seen in some of the public projects some communities have been using different surface coating on their streets and bike trails to reflect the energy. Is that something they can look at and how effective are they?

Ms. Aldean said in the two final bullets to extend grading season based on new climate science, does that really fit under Sustainable Construction Development? That is a great idea but am running out of dots in this particular category. The other is standardizing the roof drip line BMP design guidelines. Both are good ideas but don't know if they belong under this category.

Mr. Middlebrook said they were put there because they didn't fit perfectly in any of the categories. They limited the dots on purpose to try to force some prioritization. But just because ideas up here don't get dots doesn't mean they're not going to continue looking at them and engaging with stakeholders on them. The discussion has pointed out a lot of areas where there's a lot of differing opinions, and they'll take those ones more serious. But if things necessarily didn't get a lot of votes, but they also got a lot of positive comments throughout this discussion, they'll take that into consideration as well.

Ms. Williamson said even with all these great ideas, what there are talking about removing barriers in the Code of Ordinances. Individual projects still come back before the Board so, it's not like our end all, be all.

Mr. Middlebrook said they may not all come back to the Board for approval, but they would go through the planning process, where all of the checks and balances that are currently in place would still be in place.

Sustainable Construction & Development

Idea	Votes
Require use of cool materials -roofs -Streets	
Incentivize area-wide green infrastructure	9
Remove barriers to recycled construction materials	
Incentivize solar-ready/passive solar -limited coverage and building standard exemptions	2
Extend grading season	
Standardize roof-drip BMP guidelines	

Carbon Sequestration, Forestry, and Vegetation: On carbon sequestration, forestry and vegetation they have removing barriers to community gardens and parks and residential lots, forest treatment and riparian zones, and then very removing barriers to green roofs but can move that green roofs over to Sustainable Construction and Development.

For sake of time, he'd suggest that they move that last one aside and have everyone vote now on the five remaining categories.

Board Comments & Questions

Ms. Conrad-Saydah said the is the green infrastructure inclusive of bio swales.

Mr. Middlebrook said yes.

Carbon Sequestration, Forestry, and Vegetation

Idea	Votes
Remove barriers to community gardens and parks on residential lots	2
Remove barriers to forest treatment in riparian zones	5
Remove barrier to green roofs -pitch, height, materials	3

Public Comments & Questions

Molly Armanino said it shows that the TRPA greenhouse gas reduction targets are net zero by 2045. She asked for confirmation that it's not the 2030 goal in alignment with the City of South Lake Tahoe's renewable goal. Why is there a difference between that zero by 2045 versus the City's Climate goal by 2030.

Mr. Middlebrook said the City of South Lake Tahoe's goal for 100 percent renewable energy by 2030, 24/7 is purely the electricity goal. The overall TRPA goal of net zero by 2045 is all carbon emissions which includes transportation, gas, waste, and wastewater. They are definitely in

alignment with all the local jurisdictions in in the various goals and subsets of greenhouse gas emissions.

B. Briefing on the Lake Tahoe Shoreline Public Safety Facilities Planning Process

Mr. Stock provided the presentation.

Mr. Stock said that this planning process looked at locations for dedicated public safety facilities serving first responders on Lake Tahoe. This was a collaborative effort involving TRPA staff, and partners from around the basin. The planning process and results were defined by a working group of first responders operating around the lake, and included representatives from Sheriff's Offices, Fire Protection Districts, State Agencies, and the Forest Service. Once potential locations were identified, outreach to relevant landowners began.

Why a planning process for public safety facilities on the shoreline? This plan is part of TRPA efforts to implement the 2018 Shoreline Plan and Climate Resiliency programming. The plan identifies the need for regionally distributed, dedicated and adaptive facilities, for public safety agencies to respond to emergencies on Lake Tahoe. The Code also allows for some exceptions from design requirements for public safety piers and other shoreline safety structures. At this point, they are ready to take the next step in implementing these elements of the Shoreline Plan and the Code.

It's important to note that they are not getting into permitting in this planning process, instead working with the partners to agree on a broad and proactive regional level plan for facilities looking into the future. First responders are currently mooring their vessels at rented or leased piers that are not designed to accommodate these types of vessels. This can impact response times and make safety vessels more vulnerable to damage.

Sheriff's offices reached out to TRPA leadership about these issues prior to the planning processes. This planning process also plugs into these climate resilience efforts they've been talking about today. We are increasing vulnerable to extreme weather, including storms and drought, which creates risks for those enjoying the lake, and for the first responders who are tasked with keeping everyone safe.

One of the things the working group focused on was making sure that public safety vessels could access water quickly during drought conditions, so in particular the group focused on ensuring access to elevation 6,219, which is considered the navigable depth of the lake during low water conditions.

This plan focuses on ensuring that first responders can continue to respond effectively to emergencies on Lake Tahoe by identifying ideal locations and needs for public safety facilities. To achieve this, the working group developed criteria for analyzing potential sites. They identified potential locations and needs for public safety facilities and looked at considerations for facility development including regulations and partnerships for shared facilities.

Aside from the Coastguard's facility in Tahoe City, current moorings are not formally designed for public safety. This can impact mobilization in an emergency and in low water conditions and can also make vessels vulnerable to damage from storms. Mr. Stock provided a couple of examples:

- South Lake Tahoe and El Dorado County agencies along with the Douglas County Sheriff's Department operate from the Tahoe Keys Marina. This concentration in the Keys means that agencies are not optimally distributed to respond to emergencies on the south shore. In addition, navigation through the Tahoe Keys can slow response times.
- In Douglas County, the Tahoe Douglas Fire Protection District's boat, Marine 2, was severely damaged in a storm last winter. The boat was moored at a pier that was not designed for public safety and left the boat vulnerable to storm surge damage.

Given these issues, it is clear that first responders need dedicated facilities on the Lake.

The working group held their first kick-off meeting in early March 2022, to define the goals and objectives of the process. A workshop meeting in late March 2022 identified evaluation criteria and potential safety facility locations for further analysis. In April 2022, TRPA staff analyzed potential locations based on the criteria. In April/May 2022 small groups representing each of the participating quadrant areas, met to review the analysis and rank the preferred locations. At a second workshop in May 2022 the working group discussed facility needs and key considerations for each of the preferred locations. In June/July 2022 TRPA staff and the working group collaborated on the development of a draft action plan. They shared this presentation with the Advisory Planning Commission in September 2022 and are continuing to work with some of the partners on the meat and potatoes of identifying preferred locations.

Finding preferred locations was both an art and a science. The evaluation (science) criteria, included:

- site availability
- ownership
- environmental and scenic sensitivity
- response time to key locations on the Lake
- protection during storm conditions
- existing infrastructure
- land access
- access to navigable water

Probably more important than the science, was the 'art' piece – the special knowledge and relationships that working group members brought to the table. When combined, the following preferred locations were identified.

The preferred location for Washoe County is still to be determined. They are continuing to work with first responders in Washoe County on identifying a potential site and meeting with site owners. Staff will come back to the Board with that preferred location in the future.

The City of South Lake Tahoe preferred site. The response on the Lake is highly collaborative and does not involve the same jurisdictional boundaries that we are used to on land. Generally speaking, the City of South Lake Tahoe Fire Rescue and Police Departments are the primary agencies tasked with public safety on the Lake. The group selected Ski Run Marina as the preferred location. The marina is centrally located and importantly, has a deep channel that is maintained with dredging, which keeps it accessible in drought conditions. A safety facility at Ski Run Marina would likely require a new pier, but it could be a shorter pier due to improved access from

GOVERNING BOARD

October 26-27, 2022

maintenance dredging. Early in the process, the working group engaged with the marina owner, Mansoor Alyeshmerni, who is supportive of continued consideration of the site.

In El Dorado County, there were very few options, due mainly to the limited access to deep water across the south shore. The El Dorado County Sheriff's Office and Lake Valley Fire Protection District landed on Camp Richardson as their preferred location. The location is close to the highest volume of emergency calls in the area (Emerald Bay and Camp Richardson itself), and the existing pier is sufficiently long to access navigable water. The working group engaged with the marina owner, Bob Hassett, and he is supportive of continued consideration of the site.

Placer County Sheriff's Office, North Tahoe Fire Protection District, and the California Department of Fish & Wildlife, identified the Tahoe State Recreation Area as their preferred site. This is an existing publicly owned pier, centrally located on Placer County's shoreline. The pier will require some renovation, and modification to the parcel will be needed for emergency vehicle access.

Douglas County have been meeting independently to plan an addition to the Zephyr Cove Pier for public safety agencies. The group includes the Douglas County Sheriff's Office, Tahoe-Douglas Fire Protection District, Douglas County Search and Rescue, Nevada Department of Wildlife, and the pier owner, United States Forest Service. This group have kept the wider working group involved and informed and helped other jurisdictions as they move through the process. They plan to have a facility completed by Spring 2024.

Next steps and implementation: After identifying preferred locations, agencies are ready to formalize partnerships around a shared facility and seek initial funding for planning and design. At this point, they are handing the implementation off to the agencies who will be sharing and developing these facilities. After securing funding and design, they should start permit submittal. Attachment C in the packet, outlines the permitting process for TRPA. In addition, there will be several other agencies involved in this permitting process.

He encouraged everyone to take a look at the [storymap](#) link for this presentation.

Presentation can be found at: [Agenda-Item-No-VII-B-Public-Safety-Facilities-Briefing.pdf](#)

Board Comments & Questions

Ms. Novasel said this is important to all of the local jurisdictions. Especially after the Caldor Fire, realizing that they need fire safety in and around the Lake. Are they to help with the process of getting these permits through a little quicker, so that, perhaps they could save a little money? Is there any Federal funding on the horizon to help them put in some of these facilities?

Mr. Stock said they have discussed potentially including these projects in the Environmental Improvement Program which would help with the permitting portion of it. They've also been keeping an eye out for grants. The State of California has the Adaptation Planning Grant which applications are coming up in two months. That pot of money could be applicable for these facilities in California potentially. At this phase, they're handing it off to the agencies but they're still working with them and advising them on where to go.

Ms. Gustafson said there was a fair amount of discussion in Meeks Bay about a potential pier, and when she looks at the West Shore, it's a pretty long distance between the Tahoe City and the El Dorado site. Was there any further discussion about that?

Mr. Stock said the representative from North Tahoe Fire Protection District, Fire Marshal, Brent Armstrong really like the Tahoe City facility for a number of reasons, the main one being the central location in their district.

Ms. Gustafson said she's familiar with that site in her previous career and that bike trail has to wind down to that site. So, when you say a little bit of issue to get vehicles there for emergency response, it would seem to me a pretty big lift to get emergency vehicles down to that pier.

Mr. Stock may have understated the lift for getting emergency vehicles down there.

Ms. Gustafson asked if this is the existing pier at the campground.

Mr. Stock said yes, that's correct.

Ms. Gustafson said State Parks also owns another pier just down that little side street frontage road right on the other side of Lake Terrace Street. That one in particular is right next to the bike trail. The bike trail can be used, but it is not a quick access for emergency vehicles and certainly not multiple emergency vehicles and is 12-foot wide and winds down that hillside for ADA accessibility.

Ms. Gustafson said she agreed with the central location. That's where she was getting frustrated with the Meeks Bay request and others, is not having this plan. She commended having the plan so they can focus their energy.

Public Comments & Questions

Brent Armstrong, North Tahoe Fire Protection District and Meeks Bay Fire Protection District commended the staff for putting this together, the collaboration between all parties was spot on and putting together a great think tank to look at all aspects of the public safety piers and all the components that come with it. They really wanted to have something on the West Shore but what was difficult down there is finding the location protected from weather, and then having the staffing available to adequately respond a piece of equipment out of there. They partnered with the Placer County Sheriff's Office, US Coastguard, and State Parks to figure out what would be achievable in the event of a response, and ultimately the majority of their staff being Tahoe City, and being somewhat centrally located at least through the North Shore and West Shore to be able to have a strong response collectively through all partners at that Tahoe City location. Yes, they would love to have something along the West Shore, but ultimately came down to not having a good weather break, accessibility always being a difficult because of a lot of private land ownership down the West Shore, and just not being a feasible location. Secondly, yes, the elevation gain was is pretty steep getting an ambulance down to the shoreline or to get crews onto a vessel in Tahoe City was of concern but thinking it through with the existing bike path, there would be a restructure that would make it to be a vehicle access only for first responders that they could drive on that that portion of the of a path and park at the bottom and get onto a vessel, then come back and offload either there at that location or to a waiting ambulance at a nearby offloading facility. If the patient was in the West Shore, they wouldn't necessarily come all the way back to Tahoe City, they would go to the nearest location where they could get that patient offloaded onto a staged ambulance or aircraft.

He commended Mr. Stock and staff for all the work they put into this and approached this with an open lens.

VIII. REPORTS

A. Executive Director Status Report

1) Tahoe In Brief – Governing Board Monthly Report

Mr. Hester said staff has added the 30/120 on permits to the monthly report.

After the Governing Board meeting on December 14, we'll be holding a reception to recognize some of our retiring Board members.

B. General Counsel Status Report

Mr. Marshall said tonight's reception for the executive director candidates is not a public meeting. It's a social event which means no deliberation amongst Board members.

Mr. Marshall said last week they had the oral argument in the Ninth Circuit on the Garmong v. TRPA case. Their outside counsel did a great job. The panel gave the attorney for Garmong a pretty hard time on how they had drafted their complaint, and the number of causes of action, and the failure to allege the critical cause of action which was the judicial review of the Agency's decision to issue the permit for the cell tower. Reading the tea leaves, it seems like we're in pretty good shape to get the case dismissed. The worst case they would give leave to amend to just assert a judicial review claim on that decision. They've already filed the record in the case and then they would just brief whether or not the Board made a rational decision when it granted the permit for that cell tower.

Ms. Aldean said she felt sorry for the appellants counsel because he was defending a brief that he didn't prepare and put him in a kind of an awkward position. She agreed with Mr. Marshall in that for all intensive purposes it seemed to go well. The judges asked a lot of questions and she's hopeful.

Mr. Marshall said we've been sued again. The Dobbins' applied for a buoy off their property in Glenbrook. They sued TRPA and the Glenbrook Homeowners Association (GHOA). They have sued TRPA over the determination to deny their buoy application. They have sued GHOA over ownership to that lot that sits in front of their property which is a Quiet Title action. They filed the case about a week and a half ago or so in State Court in Douglas County. Usually in in these cases, they'll remove the case to the District of Nevada that way there's one Appellate Court that sits above California and Nevada, the Ninth Circuit, and we get uniformity of opinions if they keep everything in in Federal Court. They can remove, because our Compact is Federal law and have Federal question jurisdiction over the TRPA causes of action and the pending jurisdiction over the State law.

Ms. Aldean asked why the State of Nevada wasn't also named as a defendant since they declined to issue a permit for the buoy as well.

Mr. Marshall said since this is a lawsuit by a disappointed applicant, so, our usual indemnification special condition is not triggered here and will be handling this case in house with guidance from Debbie Leonard on any litigation strategy questions they feel are appropriate.

GOVERNING BOARD

October 26-27, 2022

Mr. Marshall said in the Harrosh v. TRPA case is the two neighbors fighting over a pier permit. The Johannessen's received the pier permit and the Harrosh parties were opposed because it was adjacent to their property. Harrosh sued TRPA over the issuance of the permit about one year ago. They filed a partial motion to dismiss including claim one, and that has been sitting with the Federal Court in the Eastern District of California for quite some time. The Johannessen's finally got their Army Corps permit, they acknowledged the TRPA permit, and two days ago they commenced construction on their pier, basically driving piles, because the season for constructing piers is the opposite of the season for grading, because of fish habitat and fish concerns. The Harrosh parties went in and sought a temporary restraining order that same day and later that day, the Court issued a temporary restraining order which requires the Johannessen's to stop construction. They didn't really have a big dog in the fight, TRPA does have some interest in integrity of our permits. It's now set for a hearing on a preliminary injunction for the remainder of the lawsuit. The hearing will be November 8, 2022. What is interesting about this is, the Court, in its temporary restraining order found that Harrosh was likely to succeed on claim one of their complaint against TRPA.

For issuing temporary restraining orders or preliminary junction, you gauge the strength of the claim versus the potential injury, you sprinkle in considerations of public interest, and the judge makes the decision whether or not to enjoin the activity that is being contested. Here, the judge stopped the pier construction based both on injury and likelihood to succeed on the merits of claim one. Claim one is that TRPA processes violate the Compact in two ways: One, if you remember, like earlier today, on an appeal, if there is an appeal of a grant of the permit, it's like, the action is coming to the Board to revoke the permit. The permit has already been issued by the Hearings Officer as a result of delegation, to the Hearings Officer, or delegating to staff. When it gets to you there is an inverse situation where to revoke a permit you need five votes in favor of the appeal. Instead, if it came directly to you, like a project would come to directly to you, the project would need to get the permit, five affirmative votes. The Harrosh parties alleged that our processes violate the Compact which requires that projects, get a five-nine super majority vote from the State that the project is located. The vote on the appeal was four votes voting no on the appeal and one vote abstaining. Although, there was no votes in favor of granting the appeal there wasn't 5 votes in favor of the project. In that situation, the question is, is that consistent with the Compact? The underlying issue is whether or not we can delegate projects to either the Hearings Officer or the Executive Director, because a permit will be issued without a five-nine vote or is it just the fact that there was an appeal, and it came to the Board and the Board did not have five affirmative votes for the project, and therefore that violated the Compact which requires a five-nine vote.

It's a bit conflated or technical here, so we don't know exactly what the court was saying. It was just one line in the in the courts order. It's a TRO but it appears to them that the Court has done some work on the motion to dismiss that they filed a while ago and it's probably a good indication of the Courts anticipated result on our motion to dismiss which would be to deny our legal rounds, which basically say that you can't state the claim, because both these are legally appropriate ways of dealing with our workload, both the delegation and treating an appeal is as a revocation instead of a permit issuance in the first place. Hopefully during the preliminary injunction stage, they will get a little more feedback from the court on what she meant in this particular one sentence that we can't really parse based on just what it said. It's a very important ruling, it only affects right now, this particular project, so, they're not planning on changing anything but oftentimes in these situations you want to try to figure out how to lose the best if you're going to lose. From our position, it's better to lose on the appeal rule than the delegation. If that's what's really concerned the court, they want to make sure that it is restricted, and she understands the relative importance of the issue to us. That will be our interest in this next round of briefing on the preliminary injunction.

Board Comments & Questions

Ms. Aldean asked if it was customary for a conservative judge, someone who doesn't want to inflict harm on any of the parties to issue a temporary restraining order if there's any ambiguity, and whether or not she did an exhaustive analysis of the issue that's being disputed is unknown. She may just be waiting for us to brief, so that she has a better and more thorough understanding of how our processes work.

Mr. Marshall said generally yes, that there is a tendency to maintain the status quo, which in this case was no pier. Because then if you don't enjoin the activity, and it turns out later that it was improperly granted, the structure is there. He personally would not have commenced construction but that's not his choice. But here they've already briefed the issue, the legality of TRPAs delegation and the revocation position on our motion to dismiss. That's what gives them more pause, it's balancing, you could have a lower degree of success on the merits if you're relative harm is higher. They are a little concerned that the judge was pretty up to snuff on what the legal issues were on the claim one. It's important to us to go in and try to parse out the court really meant.

- 1) The Compact's open meeting law requirement, Article III(d)
Agenda item will be deferred to a future meeting.

IX. GOVERNING BOARD MEMBERS REPORTS

None.

X. COMMITTEE REPORTS

A. Local Government & Housing Committee

No report.

B. Legal Committee

No report.

C. Operations & Governance Committee

No report.

D. Environmental Improvement, Transportation, & Public Outreach Committee

No report.

E. Forest Health and Wildfire

No report.

F. Regional Plan Implementation Committee

No report.

GOVERNING BOARD
October 26-27, 2022

G. Ad Hoc Executive Director Search Committee

No report.

XI. PUBLIC INTEREST COMMENTS

None.

XII. RECESS

Ms. Aldean made a motion to recess.

Ms. Gustafson recessed the meeting at 4:15 p.m.

Thursday, October 27, 2022

I. CALL TO ORDER AND DETERMINATION OF QUORUM

Chair Ms. Gustafson called the meeting to order at 8:05 a.m.

Members present: Ms. Aldean, Mrs. Cegavske, Ms. Conrad-Saydah, Ms. Diss, Ms. Faustinos, Mr. Friedrich, Ms. Gustafson, Mr. Hicks, Ms. Hill, Mr. Hoenigman, Mr. Lawrence, Ms. Novasel, Mr. Rice, Ms. Williamson, Mr. Yeates

II. ADMINISTRATIVE MATTERS

A. Executive Director interviews and selection:

Mr. Hester introduced Steve Worthington and Cliff Moore; Prothman Company who was the search firm hired to help secure the new Executive Director.

Mr. Worthington distributed the comments from last night's reception to the Board for their review.

Interview Questions for Executive Director position:

(Note: All candidates must be asked the same question. Follow up questions may be asked based on candidate response.)

Note: You may use the tool below each question to note key points about the candidates' response to the questions. Rate your opinion of each response to the questions for its relevance and thoroughness using the five-point scale below. There is space provided for comments/notes.

1. (Cindy) What are the motivating factors that made you apply for this position? What is your interest in Lake Tahoe and the Tahoe Basin?

1	2	3	4	5
Not Relevant/Thorough	Somewhat Relevant/Thorough	Adequate	Very Good	Outstanding

Notes:

2. (Alexis) If you have had experience in working with a board of directors or similar governing body, how often and in what ways have you communicated/interacted with the directors in order to keep each member informed and engaged?

1	2	3	4	5
Not Relevant/Thorough	Somewhat Relevant/Thorough	Adequate	Very Good	Outstanding

Notes:

3. (Vince) What priorities would you establish during your first six months as Executive Director? First year? (follow up) And, what would you define as success for that first year?

1	2	3	4	5
Not Relevant/Thorough	Somewhat Relevant/Thorough	Adequate	Very Good	Outstanding

Notes:

4. (Bill) As the new Executive Director, how would you assist the agency in developing and framing a long-term vision and strategic plan?

1	2	3	4	5
Not Relevant/Thorough	Somewhat Relevant/Thorough	Adequate	Very Good	Outstanding

Notes:

5. (John) Over the past few years, Lake Tahoe has experienced an explosion in tourism, second homeownership, and traffic and congestion relating to recreational activities. What are your thoughts on managing sustainable recreation? Do you have much experience as it relates to management of people and the environment?

1	2	3	4	5
Not Relevant/Thorough	Somewhat Relevant/Thorough	Adequate	Very Good	Outstanding

Notes:

6. (Ashley) Describe a situation in which you were able to build consensus among disparate parties, including those traditionally underserved.

1	2	3	4	5
Not Relevant/Thorough	Somewhat Relevant/Thorough	Adequate	Very Good	Outstanding

Notes:

7. (Barbara) What is your experience in dealing with or balancing the needs, wants, demands, differences inherent with a multi-state, multi-county, multi-jurisdictional organization with varying and often opposing public, private, governmental, environmental, political and other advocacy interests?

1	2	3	4	5
Not Relevant/Thorough	Somewhat Relevant/Thorough	Adequate	Very Good	Outstanding

Notes:

8. (Shelly) What is your experience in overseeing and managing an Agency’s financial health? And how would you ensure that the agency is financially healthy?

1	2	3	4	5
Not Relevant/Thorough	Somewhat Relevant/Thorough	Adequate	Very Good	Outstanding

Notes:

9. (Hayley) Please discuss your thinking about hybrid working schedules and, if the agency continues to offer remote working options, how you would manage staff, motivate them and provide training and development opportunities?

1	2	3	4	5
Not Relevant/Thorough	Somewhat Relevant/Thorough	Adequate	Very Good	Outstanding

Notes:

10. (Sue) Give us an example of how you would communicate or implement a major change in policy. Have you ever implemented a significant change that was difficult for staff? How did you handle it and what was the outcome?

1	2	3	4	5
Not Relevant/Thorough	Somewhat Relevant/Thorough	Adequate	Very Good	Outstanding

Notes:

11. (Belinda) Sometimes land use decisions are controversial and disliked by some segments of the community. How do engage a broad segment of the community in public policy to achieve equity? How do you deal with controversy among community members and work to resolve this type of conflict?

1	2	3	4	5
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Not Relevant/Thorough	Somewhat Relevant/Thorough	Adequate	Very Good	Outstanding
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Notes:

12. (Jim) As you may or may not know, the TRPA has Memoranda of Understanding with a number of public and quasi-public agencies. If one of these MOU partners fails to comply with its obligations under its memorandum, how would you handle the situation especially if the noncompliance could potentially interfere with the success of an important TRPA initiative?

1	2	3	4	5
Not Relevant/Thorough	Somewhat Relevant/Thorough	Adequate	Very Good	Outstanding

Notes:

13. (Bud) Why do you think you would be the right person for the job?

1	2	3	4	5
Not Relevant/Thorough	Somewhat Relevant/Thorough	Adequate	Very Good	Outstanding

Notes:

14. (Jessica) Do you have any questions for us or anything that you would like to add?

- Feedback from Panel Interviews: Panel 2 – Mr. Moore

Becky Bradley

Strengths: Her answers during the interview matched her resume. For some panel members that was refreshing because she's done what her resume said that she's done. The agency that she works with currently works with 62 different local governments. Her work is very complex and in order to solve problems she has developed a skill set to bring together district groups to solve problems. She's confident in herself, she knows what she's good at which is land use policy and she likes that work. She's dedicated to staff development and helps staff grow by allowing them to take on project lead duties. She's transparent in her work and she used an example of posting all the flipcharts that the staff had done looking at strategic plans and projects, goals, and timelines. Then taking the flipcharts and posting them all around the Agency, including the Board room. She mentioned several times equity and diversity and is a focus for the agency she is currently working for. She was seen as accountable to staff, to the Board, and the community and as a pragmatic problem solver.

Concerns: There were a few concerns mentioned although, they weren't full consensus of the panel. She didn't say why Tahoe is special and when answering questions about the work which led to a question among panel members about her passion for this particular job. Some of her answers

GOVERNING BOARD

October 26-27, 2022

to questions were simplistic, not very deep or not very many examples. There was a question about her ability to adapt on the fly, would she just design a process and stick to it without making adjustments along the way. There was a sense that her skill set is more tactical rather than strategic. There was a feeling among the panel members that she might have done more specific research about the Agency and specific projects. There was a sense that she would be more successful managing internally, especially on the planning side but there was a question about her ability to be successful with all the requirements of the job.

- Feedback from Panel Interviews: Panel 1 – Mr. Worthington

Becky Bradley

Strengths: Management experience, deep planning knowledge, and a planning nerd (meant in a good way). She has MPO planning work. She was perceived by some to be a leader, to use leadership, she referred to her team often and spoke of it in the terms of “we.” She appeared very politically astute and savvy. Had a good deal of public outreach work that she talked about. Her multi governmental work in watersheds was also seen as a strength. She talked about personal growth and had some specific plans about how that’s applied. She’s experienced with growth pressures in the communities that she’s worked with. She appeared to be proactive in how she approaches issues. She has fund raising experience and takes pride in that. She demonstrated a good deal of humor as well. They felt that she was professionally accomplished, and she brings new eyes to the Agency and its mission.

Concerns: One of the answers which had to do with current challenges for the Agency didn’t get answered. There was a question about what is your greatest professional success and some of the panel felt that was a little soft. It was a story about an underserved population getting access to a trail system to help address a number of needs and how it was put together through a private sector investment in coordination with public investment. She seemed to be naive about the power that this Agency has. It was felt that she didn’t understand the Agency’s role. Didn’t hit on recreation as a driver for transportation demand and her experience in recreation planning was viewed to be weak. She similarly to panel two didn’t really demonstrate for Tahoe but did demonstrate a passion for the work. She was more motivated by the work and challenge than it was the location and that she had a love for this type of work.

- Feedback from Panel Interviews: Panel 2 – Mr. Moore

Mark Wardlaw

Strengths: The panel suggested that his strengths were intelligence and is well experienced in management and planning. He has an approach for leading a team that he has tested and been successful with. He was calm, measured, thoughtful, and engaged. He created the impression among the panel that he wouldn’t get rattled when there was a difficult problem or issue to address. He wants to have role with an Agency that makes a significant impact. His closing statement was very strong which helped improve the overall panel impression especially about his passion for the work because up until that moment, there were some individuals on the panel that felt that he was a little bit too calm and measured and not excited about the opportunity. He’s vested in a method for making a tough decision which he said he’s tested and has proven to be successful for him. He likes to get out and walk around the Agency and talked to people at all levels. His management by walking around approach. The panel noted that he really wants this job.

GOVERNING BOARD

October 26-27, 2022

Concerns: He was a bit reserved, a bit too controlled, hard to read, and didn't display a passion for either the region or the work. When asked what he might improve on, he noted that some staff that he has worked with might say that he was too involved in their daily activities. He talked about having an open door for staff, but staff didn't often come in and is what led him to the approach of walking around in the agency. There was a sense among the panel that he was more of a problem solver than identifying a good pathway forward and new opportunities for an agency.

- Feedback from Panel Interviews: Panel 1 – Mr. Worthington

Mark Wardlow

Strengths: While this was said humorously, there was some seriousness to it, he's a man from Nevada and carried some interest. He has some impressive experience in management in complex organizations. He brings calm, he has a management style referred to as empowering and inclusive. He used a term "creating tiger teams" which was issue driven teams, not project driven teams and that team focused on that particular issue. He has a strong planning background. He demonstrated quite a bit of interest in organizational development and with a team orientation. He operates with strong relationships. It appeared that his answers were honest. He understands the "why" which Mr. Worthington was told that was reminiscent of Ms. Marchetta. He seemed to know the core issues. The group was left with the impression that he had strong negotiation skills.

Concerns: He has done quite a bit of development work and may be his focus. The set of experiences within the past 20 years are somewhat the same. They could be a little more breadth. His calm demeanor was a strength but may also be a weakness and may demonstrate a lack of passion. The question was also there that if he had enough presence to go toe-to-toe with some of the other agencies or individuals. Related to that was there "fire in the belly."

- Feedback from Panel Interviews: Panel 2 – Mr. Moore

Jeannie Ward-Waller

Strengths: She's smart, articulate, thoughtful, authentic, introspective, confident yet humble, likeable, and self-aware. She knows what she likes to do and she's good at it. She's well aware of the local challenges and issues even though she's not from the Lake Tahoe area. She apparently did a lot of research on the Tahoe Region and the Agency which the panel found very effective. Her current position in the Transportation unit at Caltrans was seen as a positive with some carryover for the work that this Board and Agency does. She has significant experience in working with and through government agency processes which indicates a knowledge of the Council of Government system. She has good experience in formal and informal public speaking settings. When responding to one question, her overall view was that she was looking for a way to get to "yes" and that positive attitude came across in the panel and they were impressed with that. She would come in with a view of learning from the Board, staff, and stakeholders before making any changes in the organization. She's supportive of staff but she gave the sense she could be tough and make a difficult decision when necessary. She's currently managing a division that has over 600 employees.

Concerns: A question about dealing on a regular basis with a Board of Directors, does she have that capacity? It's not part of what she does on a daily basis. Given her subject matter expertise, which is engineering and her work for Caltrans, would the environmental community find her credible as an executive director of the Agency. There was some back and forth with the panel talking about that. She is very much an outdoors person; she mountain bikes, skis, and hikes and there was a sense that her personal attributes might offset any negative feelings that the environmental

GOVERNING BOARD

October 26-27, 2022

community might have about her professional background. A question about her outreach and engagement style, she talked a lot about one-on-one and would that work with the many partners and stakeholders that this Agency works with. Would she be able to move off of transportation as a focus and look and act more broadly in the context of this Agency.

- Feedback from Panel Interviews: Panel 1 – Mr. Worthington

Jeannie Ward-Waller

Strengths: The panel felt that she had a great presence. She was calm and confident, grounded, thoughtful, and she showed the Tahoe passion. She made a comment about listening to all voices, not just the loudest. She also talked about her funding efficacy experience. She is experienced in testifying in front of a legislature at the Transportation Board. For some panel members, taking on Caltrans culture change which was a movement to a more sustainable approach of transportation was seen as a big kudo. She enjoys big challenges, she's a policy nerd. She found it was important to be vulnerable as a leader. She demonstrated good leadership. She brings an outside perspective to the Agency. She's willing to ask basic questions and admits to having a leadership coach. She appeared humble, brought humility, problem solver, potential to grow, and not a "muted" person.

Concerns: She has a transportation focus and work experience is not broad; five years with Caltrans. Previous work was in advocacy for non-motorized transportation in a couple of different venues. Does she have the fortitude to handle the public questions. Lack of land use experience and perspective. Her board and commission work similar to panel two. She experienced the Transportation Board but that may be not as much other board work. Breadth of experience was another question.

- Feedback from Panel Interviews: Panel 2 – Mr. Moore

Julie Regan

Strengths: Enthusiastic, passionate, genuine, driven, and very experienced in the work and the Agency. She understands the diverse nature of the community and the inner workings of the Agency very well and she's willing to be introspective and reflective about the direction of the Agency. She reported and thinks the panel agreed that she still has the "fire in the belly" after 19 years with the Agency. It was noted that she has advanced communication skills. They used the words fluent and articulate when discussing the role of the Agency. She knows how to communicate those goals and mission to the community and to the Agency both internally and externally. One of the panel members noted that she's always out in the community and has helped turn the community perception of the Agency into a very positive one. It's helped that she's been through a restructuring of the Agency. She's seems well versed and adept in engaging a wide array of stakeholders from the Federal Government to the local community groups. She has the ability to meet groups where they are and start that relationship at whatever knowledge based the community group has. She's seen as very collaborative, and the community was impressed that one of the answers to her questions she talked about studying other similar communities in other states that are recreation dependent. That was seen as opportunities for adapting best practices that she learned about by studying other communities.

Concerns: There was a tension between process and decision and the panel wondered if at times there was a lack of willingness to act in the moment. She didn't talk much about other outside partners or the need to align missions with other external partners. When discussing the annual summit as a strategy, she didn't go deeply into her role of managing the summit, starting or

GOVERNING BOARD

October 26-27, 2022

operating it. She said both her best trait and her challenge was her enthusiasm, that raised the question about her ability to make a difficult decision in some panel members.

- Feedback from Panel Interviews: Panel 1 – Mr. Worthington

Julie Regan

Strengths: Knowledge of the Agency. Her passion, energy, well-spoken, knowledge of the political realities, vision, proven record. Julie has been beside Joanne and deserves some credit for the Agency's accomplishments. Command of the Bi-state legislative process which doesn't happen easily. She can hit the ground running and represents the Agency very well. When she speaks the legislature listens. Aware of the previous work and history of the Agency. High expectations of staff. The staff likes working around her, very approachable. She knows people's names. Leads by doing, continuity and leadership, positive approach and attitude. Able to commend effectively, works at a high level, has established relationships, and grasps of the economics of recreation and housing.

Concerns: Not a fresh set of eyes. Aspirations on a larger stage may distract from the Agency's actual mission. Not a seismic shift, meaning they're not changing the landscape significantly with this. More candid comments were desired to be heard. Some felt answers were deflections. Rounded off the corners of some of the comments about the Agency, putting the best light upon them. Desire to be on the world stage may be a distraction. Technical skills and communication are very good but knowledge of other pertinent areas may be limited. Leadership background didn't come through. How will she take the blows of interagency (the word is disfunction) but assumes it's interaction. Being thoughtful and not reactive. Clarity of vision is a question. Didn't hear much of her own professional development. Management experience is with a small group.

Additional comments:

Comments from Panel 1 at the end of the interviews: There's recognition that the Board has four qualified candidates each bringing different characteristics and skills. The Board should select the one that meets their objectives best. They all have skills, which skill set is going to get you where you want to be.

Background checks were completed that included driving records and criminal records that were available in the usual public format. They verified education and degrees. Prothman also collected confidential references on the candidates with the exception of one.

Interview - Becky Bradley

Ms. Gustafson: Good morning Becky. You've found the hot seat. Thank you for being interested in the position and for being here today. Steve Worthington will start off with a few remarks and then we'll start our questions.

Mr. Worthington: We have 50 minutes together. There are 14 questions. I'll be giving some time checks.

Ms. Gustafson: What are the motivating factors that made you apply for this position? What is your interest in Lake Tahoe and the Tahoe Basin?

Ms. Bradley: Good morning everybody and thank you for inviting me this morning. As a

GOVERNING BOARD

October 26-27, 2022

professional planner for over 20 years, you don't often get an opportunity to work in a place that writes and sets policy, has an investment strategy, but then also has some opportunities to implement, especially with environmental policy. As far as I know, those opportunities don't exist in hardly any place in America, and that's what attracted me to apply to the position. Also, it is absolutely beautiful here, and the fact that that's celebrated at every turn is incredibly important. I think that I could do really well in this environment, and really well for you.

Ms. Williamson: If you've had experience working with a Board of Directors or similar governing body, how often and in what ways have you communicated, interacted with the directors in order to keep each member informed and engaged?

Ms. Bradley: Sure. I work for a similar agency to the Tahoe Regional planning Agency now. The Pennsylvania version has a little bit more limited authority, but it's actually made up of two separate boards under 2 separate bylaws. There's a Metropolitan Planning Organization board, and then there's the Bi-County Planning Commission, which also serves as a municipal planning commission for communities that choose to use us in that role. The Bi-County Planning Commission is 37 members. The Metropolitan Planning Organization board is 19, technically 17, because I am a voting member on both. In order for us to function on either board, you have to maintain good relationships with everybody. The board ultimately decides how you are going to spend your money. They help set policy and make decisions, so they have to be an active partner in the development of the policy, the work plan, the budgeting, and it's our job as staff, to ensure that the board has everything they need to make those decisions. In order to do that, I now talk to our Bi-County Planning Commission Chair at least every other day, and almost all of the members at least once a month.

Mr. Hoenigman: What priorities would you establish during your first six months as Executive Director? Your first year? Also, how would you define success for that first year? Well, first is to become very up to speed on the laws that govern both the Nevada and California pieces. That I would need to work on immediately. I think you also need to build relationships with folks like yourselves, as well as community stakeholders and the staff. Also, on the administrative side would be understanding the budgeting process, timelines, deadline, and other internal things such as grants and any ongoing work program components. I think another key piece is really understanding what the priorities are right now. What need to be accomplished, where you are in that process, what are your plans for the next 2 to 3 years, your mid-range, and then your long range. Especially since you are a Metropolitan Planning Organization, and you have significant need for continued and enhanced investment in your infrastructure system. It's always a key piece on the metropolitan planning organization side, to figure out what those needs are, how you're developing your process for that long-range transportation plan, and how that's translating into your investment portfolio.

Mr. Yeates: As the new Executive Director how would you assist the Agency in developing and framing a long-term vision and Strategic Plan?

Ms. Bradley: Do you have a strategic plan now for the agency? I apologize that I don't know. If you do, it's important to open that up, see where you are in that process, talk to all of your staff and other key stakeholders, to see where you are in accomplishing that, how it's working, and then figure out together where you need to go next. In any regional agency, you have to be a collaborator - that's imperative to being successful.

Mr. Friedrich: Over the past few years Lake Tahoe has experienced an explosion in tourism, second

GOVERNING BOARD

October 26-27, 2022

home ownership, traffic and congestion relating to recreational activities. What are your thoughts on managing sustainable recreation? Do you have experience as it relates to managing people and the environment?

Ms. Bradley: We have similar issues in the Lehigh Valley, but honestly not to the scale that you have them. At the end of the day, we are by and large a day trip location, plus we've had a massive population growth. So, we have huge housing shortages and massive growth in industrial, which has created a whole new freight profile that has just decimated our road and bridge network in the Allentown Bethlehem Eastern area. So, I have experience - a little different inputs, but not dissimilar results. So, from that perspective, you have to figure out what your priorities are, and decide where you need to work on those specific pieces. If you're starting to see traffic in more areas, I'm assuming that you guys have a traffic count program, a highway performance management system program through your MPO? That's a great way to get a handle on your congestion, your safety, and other things. And from that, you really have to look at your investment portfolio, and what your partners are doing to see where you can manage those traffic pieces. I understand that you already do have some things in that that regard, but when you have immediate change you have to go through and say, "okay, did this make sense?"

As for the second piece on the recreational side. The area I'm from now is also rich with natural resources. It's a combination of very urban, very suburban, exurban, and very rural and naturalized. So, we have the Appalachian Trail that runs along the top, and two major blueways, the Lehigh and the Delaware Rivers. So, recreation is an absolutely imperative piece of what we do, as well as being in a major hawk and eagle migratory path. So, there are all sorts of air quality and forests things that we have to manage on top. You have similar things, but just scaled up with the ski resorts. You do have some land use control, so you know where a lot of these facilities are now, and where they could go if they are to expand, and you have to figure out how that matches up with your infrastructure and other things.

I have also had a lot of experience on the second home piece. In my current role, we've worked very closely with local governments who set their own zoning, subdivision, and land development ordinances in Pennsylvania. Our work on short-term rentals included setting up laws to manage them, and to address issues. Some communities have adopted rental housing licensing programs. When I was at the city of Eastern I actually set one of those programs up, as well as a rental inspection program. That actually turned out to be one of the larger money makers at the city, and helped offset some unfunded mandates. So, there are ways to manage it, but you need the enabling legislation, the desire, and the staff, to be able to implement those programs.

You really have to approach the second home piece from a point of regulation. You do have some really great things in your regional plan about adding more mixed-use or more density in your housing. Driving around there are some opportunities for ADUs, but that could spur more second home rentals and tourism. There has to be a way to think through that, because you do have some housing affordability issues. Based on average or median income of the area on both sides of the state line, there is a need for more attainable housing at various income levels. So how can you add those ADUs responsibly but do it in a way that doesn't increase some of the issues that you're already seeing with the vacation economy.

Ms. Conrad-Saydah: Please describe a situation in which you were able to build consensus among disparate parties including those who had been traditionally underserved.

Ms. Bradley: I had a chance to talk a little bit about this yesterday in the community meetings. The

city of Allentown is a tale of two cities. We have a 165-mile commuter, corridor trail that is actually an environmental management strategy to protect the Lehigh River from development. At one point the river was privately owned, so it had very little development along it. But there are some places in the city of Allentown where there are significant brown fields that had just been vacant for decades, and separated the poorest communities in the Lehigh Valley from access to schools and other things. It wasn't a good situation, but the Delaware and Lehigh National Heritage corridor, which is both the outdoor recreational strategy, and also the commuter corridor strategy, to move people and protect the Lehigh River runs through that area. So, we had to figure out how to connect this massive three-and-a-half-mile gap in the system. The issue was that the people in the neighborhood were completely under-represented in any sort of conversation with our parks and recreation team, the Lehigh Valley Greenways, which is managed through our State Department of Conservation and Natural Resources. The City of Allentown struggles financially, and with staffing and other things, so they were in, but didn't know how much they could contribute. The suburban community of Whitehall Township said they just didn't know what to do. So, we pulled everybody together because we have to close that gap. There's a whole host of reasons to do it, and it has significant importance. But nobody was really sure what to do. So, we just said we at the Commission have a little bit of extra time, we're a convener, we're a collaborator - let's see we can just get everybody at the table and figure this thing out. We did and ultimately it turned out that they made us responsible. It was great because we're used to managing federal dollars. We identified what was the Tiger Grant program, which then turned into the Build Grant program, and then the Raise Grant program through USDOT today. It took us six years, because in order to apply for the 21 million dollars which we were ultimately awarded last year, we had to come up with a 34 million dollar match. We could not take it off the Transportation Improvement Program because that's largely federal funds, and you can't match federal funds with other federal funds. No one really had the money, so we put together a 34-million-dollar private sector deal utilizing the value of the Lehigh structural steel property, supporting that preferred developer which the city of Allentown had designated to help with land acquisition costs. No one thought it was possible it did take six years, but that's not really that long, long a time frame, especially with the amount of match that we had had to raise.

Mrs. Cegavske: What is your experience in balancing the needs, wants, demands and differences inherent with multi-state, multi-county, multi-jurisdictional organizations with varying and often opposing public, private, governmental, environmental, political, and other advocacy interests?

Ms. Bradley: That's a really good question. During Hurricane Sandy, the port of New York and New Jersey was just absolutely decimated. It is the major East Coast port, and we're part of the northeast megalopolis. So, literally the grocery store chains had all of their warehousing destroyed, there was no electricity, and food shortages were starting in Manhattan. So those grocery store chains started moving into an area that was a little more coastal zone safe, and that had a little bit more climate resiliency, but still had good access to the port. So, they started coming into the Lehigh Valley, and that was fine for a while, but then everything else started moving into the Lehigh Valley as well. In just the first 9 months of this year alone the Lehigh Valley Planning Commission has reviewed over 19 million square feet of new proposed industrial. And it's not just warehousing and logistics, although that is a key component of it.

We already had an active industrial economy and that's symbiotic with logistics. Then, we all start shopping on our phones during COVID, and you just see how it's snowballed. As a result of that there's a direct connection between the bi-state agency of the Port of New York and New Jersey, and the relationship with the Commonwealth of Pennsylvania in that agency, as well as the huge land use impacts in the Lehigh Valley.

We have a traditional agricultural economy, that was settled back before it was even the United States of America, and there's a strong sense that we need to protect those open spaces in the business of agriculture, because it is being jeopardized by an influx of even international capital, coming into the industrial base of our region. So that has created a significant amount of dialogue on a whole host of levels across state lines, as well as locally. At first this was okay due to the need for jobs, but now there's over three jobs per person available in the Lehigh Valley. So that's creating new commuter corridor patterns. So, a long story, but a good way to tell you that I deal with that every single day. We've organized six separate multi-municipal, comprehensive, planning efforts which are very similar to your specific area plans. Those are essentially strategies for groups of communities to manage that intense amount of industrial development, and the influx of people coming in that that also need housing.

That then allows those local governments to zone across a set of communities for the uses that they need. Otherwise, they have to zone for every conceivable use. As you can imagine, we are very used to going to public meetings where over a 100 people are angry because their state law is requiring those local township, borough, and city supervisors, to accept development that they do not want, and cannot support. We have all kinds of training with Pennsylvania Municipal Planning Education Institute training on State law where we train their local planning commissioners, zoning hearing board members, zoning officers, and others. It's a multi-part process that includes broader public outreach campaigns through our NPR station. You have to look at it as a multi-part strategy, and you can't stop - you just have to make it part of the ethos of your organization, or people don't feel heard, and they will only become angrier. If they are heard, you can usually get them at the table to start to work towards solutions together. You are not going to convince everybody, but you can certainly work towards some broader goals.

Ms. Aldean: What is your experience in overseeing and managing an agency's financial health and how would you ensure that this agency remains financially strong?

Ms. Bradley: Currently at the Lehigh Valley Planning Commission, we have a valley transportation study. I'm the Chief Executive, so I've been managing their budget alongside our Controller and Director of Administration for a little over 9 years. A key piece of that is making sure that we have appropriate revenue to run the operation of the Commission, but also growing our budget to slowly increase our staff in a responsible way to address our challenges of growth. When I started at the agency, we were okay financially, but we had a 4-million-dollar pension gap, and we're a self-funded pension plan as well, as a self-funded health insurance system. As a result of that, and a host of upcoming retirements, we were going to be in trouble if we didn't shore that up. So, I worked with our Director of Administration to close that pension gap and leverage the income from the land development process, as well as going out and getting individual municipal contracts to do work that helped implement our regional plan, to bring in revenue.

We got a new pension investment financial advisor, so we could get more return on our pension plan, but still kept a very conservative interest rate of 6%. Ultimately, we were able to close that gap with 1 million dollars a year in four years. But with the market the way it is right now, we probably going to have to figure out how to take some money out of other funds, including an increase in our revenues from subdivision and development reviews to put a little bit more into the pension again. That's just an example, you have to monitor it, you have to make sure that your revenues and expenditures are matching up. How I like the budget is to very realistic on revenues, and also be planning to under spend, because that means you're never in a situation of loss. That requires a lot of my time working with our administration team to make sure that that happens,

GOVERNING BOARD

October 26-27, 2022

and a big chunk of my time is spent on the fundraising aspects of our organization. That's meeting with partners to see where we can come up with joint efforts, applying for grants, working on fees for service contracts, and those sorts of those sorts of things.

Ms. Hill: Can you please discuss your thinking about hybrid work schedules? If the Agency continues to offer remote working options, how would you manage staff, motivate them, and provide training and development opportunities?

Ms. Bradley: I think every government/business/company, across probably the world at this point is working on those issues. I think that we all learned that there is a lot of potential in a hybrid work environment, and different jobs require different things. There are people that work in regional planning agencies that are out doing traffic counts all the time. They might be starting work at 5:00 a.m. in some instances, and wrapping up their day early. So, we're used to dealing with different types of schedules, and with different types of needs based on jobs. I think you have to go through your job descriptions to make sure that those job descriptions actually align with what people are doing, and should those job descriptions be changed. I think that's the first place you have to start, because we've all started to do different things as a result of the pandemic, and have started to reassess what our priorities are. So, making sure that those line up with where the agency needs to go is part one. Then once you've got those job descriptions organized, you can start to figure out where and how hybrid makes sense, based on those specific titles. You have to involve the staff in that piece.

Right now, I'm working through a second total compensation study. When I got to the Lehigh Valley planning commission, we hadn't looked at salaries, job descriptions, roles, or even the organizational chart since the early 1990's. It took a while to work with the board, but we decided to move forward with the best practice of reassessing what we do every five years. That helped us get to the point where we can start to develop a formal hybrid work policy. I've talked to the federal government about this, who actually has a whole formula for figuring out a level of need inside the office, remote work, and other things.

Again, getting the staff involved in that process is important because it affects them personally. There are also things that they need. One of the big things that I think is very important is to have a workplace that's equitable for everyone. People at different points in their lives are going to need different things. Young families have different types of stresses on their lives, versus people at other points in their lives, when maybe the kids are off to college and don't necessarily need to have the same amount of time at home, and can make more independent choices for themselves. So, you have to understand where people are in their life cycle and work within that. I think that's very important as it relates to childcare, and other things such as night meetings and the like. You have to have a place that represents your community, or you don't have an agency that represents the community well. So, you need to look at those things, and then develop policies around it.

What we have right now at the Lehigh Valley Planning Commission, is we do Thursday team talks, where everybody is in the office. That day we do training, we talk about work plan, we have book club that the staff has put together. That's really helped us learn more about the language of equity - how to speak to the community, and even how we talk to each other about those sorts of issues. Because of the stresses of this new world that we live in, we put together a wellness program where we do office yoga, which is voluntary, but most people stick around for it up to 4 days a week. We worked with our insurance company to get treadmill desks, standing desks and communal places where people could work, because the need for just a desk if you're not going to be in the office all the time has also changed, so that's changed our office space needs.

Ms. Novasel: Please give us an example of how you would communicate and implement a major change in policy. Have you ever implemented a significant change that was difficult for staff? How did you handle it and what was the outcome?

Sure. When I got to the Lehigh Valley Planning Commission, my one and only job at a regional commission, we had a separate bi-county comprehensive plan from the long-range transportation plan. So, we had a land use and environmental strategy that was separate from our infrastructure and investment strategy, and it said just be consistent with each other, but had absolutely no real mechanism for the two boards to communicate with each other, or even understand where we needed to go. Now, the policies weren't necessarily misaligned, but they didn't really respect the intent, or even the facts of each other. Again, we had a lot of people working at the commission that had been there a very long time, 40 years in some cases, and they had been used to working under these very distinct programs. So, we just had to sit down and say, where do we think we're being effective, and what are the things that annoy you the most about these plans, and what do you want to change? They were pretty great, because the people that have been there a while know where the issues are, so it's just a matter of getting them to communicate. It's the same with board members who have been on the board for a long time, or people who've been very active in the community for a long time. We did a series of strategy labs on different topics that the staff identified. It was things from, what do we do about electric vehicles, what does that even mean? To things that were more bread and butter, like land use, housing, education, and health systems. We invited all those major stakeholders along with the board, to whatever strategy labs they could make. We documented everything, and at the end of the day we realized that we all really wanted the same things, and decided to write it into policy that made sense.

We decided to merge the two plans, and that means both boards have to agree to it, plus both County Commissioners and County Council are 2 different forms of government, plus the Pennsylvania Department of Transportation and USDOT have to agree. It took about a year to make sure that everybody was okay with us moving forward with the merger, but we did it, and it really has turned out to serve as a great benefit. We now have a single vision for the region. The community understands and were part of developing that - it's not a prescription, as much as it is a major policy document that sets the general direction for the region. Then other things puzzle piece into that, whether it's efforts that we do, or efforts that the Chamber of Commerce is working, or other conservancies that are absolutely critical to implementing some of our environmental work. It's really been a success. Because you have to update your long-range transportation plans every four years, we're in the process of kicking off that update now. Everyone says, we still like the policy, but we want to add some stuff related to Covid, we want to enhance some of the Greenhouse Gas Emissions reduction targets and other things. So, the good thing is that people have stayed with the plan, and bringing that county plan in with the federally required long-range transportation planning cycle has allowed us to be more nimble, as the community and society changes. I think that was a real success, but it wasn't easy.

Ms. Faustinos: Sometimes land use decisions are controversial and disliked by some segments of the community. How do you engage a broad segment of the community in public policy to achieve equity? How do you deal with controversy among community members and work to resolve this type of conflict?

Ms. Bradley: Okay, land use - that's never easy in any context, but that's the thing that gets planners out of bed in the morning. You have to be crazy enough to deal with land use to be a planner, right? Things are inherently going to be controversial because we're dealing with compound, complex issues. We understand how everything comes together, how one decision

affects another. You're going to get calls from people who don't like decisions that have been made because that's what's in your statutes - it's just going to happen. But being able to explain why is important. Having had a chance to talk to some of the staff last evening, I realize a lot of that happens very well here already. It does bubble up in public forums frequently as well. Again, being able to respond - being friendly and letting people know that they've been heard. If you do find that you have an issue where a policy isn't working, then you have to talk about what we can do to solve that. Is it really a situation where your statutes or codes need to be amended? Is it an issue with the plan and work on those things? I mentioned to you about the massive growth in freight where I am now. It's not uncommon that I've had to stand up in a room of over a 100 people who are absolutely furious about the fact that a farmer sold the farm plan to put in a 5,000 square foot industrial building, and then 3 months later, a 1 million square foot industrial building is coming in next to that, with no utilities etc. You just have to tell them what the law is, and also give them the tools to utilize the law to manage the situation to the greatest extent possible. And if they know that you're a partner, and they know that you care, and they know that they're being taken seriously, and that you're getting them the training and the tools they need (whether it's as a citizen planner or whether it's a local elected official or a county elected official or an appointed official in a local government).

The legal community is also a fantastic resource in that regard. Right now, we contract with multiple lawyers, who have multiple specialties, whether it's on land use, or environmental law, or housing or other things. Some of those folks are actually on our board, and are able to do things here and there, pro bono for the commission. Building those networks so that can happen is good.

On the equity piece, the place I work now is incredibly diverse. It has a huge Lebanese Syrian population. With the issues in Syria, there's an incredible number of new immigrants coming into the region, plus there's the traditional issues of under-representation and race and culture. We have a huge Spanish speaking population, largely Puerto Rican, but also from a lot of other Caribbean islands that have come to the Lehigh Valley. They were actually recruited to come into the Lehigh Valley when Bethlehem Steel was still in operation. So, we've had these real issues of inequity for a long time. You just have to start working with those communities. Again, the staff sat down and said, we don't necessarily know how to address this, but we need to become more culturally competent because we have all of these different things that are happening.

The first book we read in the Book Club was 'How to Be an Anti-Racist', by Ibram X. Kendi. It's really a fantastic book that is not only philosophical, but is a personal experience, and it really gave us some insight that we didn't have. Then we read 'Color of Law', which is also a fantastic book, and more of a history book on the policy of America, and housing discrimination. Finding out and utilizing those tools, not only as a staff, but then providing those opportunities out to the community is important. I know our public participation strategy has altered, and it needs to alter. We go into the communities now, instead of just inviting people to lunch.

If people are working third shift, they can't come to your meetings, and so you have to go to them. Now we're showing up at community festivals with a giant chalkboard cube. The kids love it, the parents love it, and the community loves it. We ask open-ended questions, and display posters that that describe things that are going on, and get a lot more feedback. There's a lot of tools like that, and it's not as much sitting in a conference room anymore.

Online tools are also great or 24/7 access. We don't issue giant plans anymore - we put all of the appendices, and all the research behind our work, on one single web page. So, people can actually do custom searches, custom analysis, and look at things at any point in time. We're constantly

GOVERNING BOARD

October 26-27, 2022

improving those tools to make them more ADA accessible. You just have to have that commitment, because as a society, we have substantially changed and we need to learn, and we need to grow and if we're supposed to as a regional agency represent the community as a whole.

Mr. Lawrence: As you may know, the TRPA has a number of Memorandums of Understanding with public and quasi-public agencies. If one of those MOU partners fails to comply with its obligation under the MOU, how would you handle the situation especially if the noncompliance could potentially interfere with the success of an important TRPA initiative?

Ms. Bradley: Number one, that's not uncommon, especially when dealing with metropolitan planning. Hopefully, people are talking to the person or agency involved the MOU, and understanding what their situation is, so you don't find out about it at the last minute when you can't do anything about it. But if they're having capacity issues or financial issues, or other things, and they just can't do the work, you really have to look at what you can pick up, can you work with another agency? A current example from where I am now is that we just became the Transportation Management Association (TMA). The folks that were working on it just couldn't handle it, and it just made sense for us to take over that that role. But you're not going to do that with everything, because you don't have the capacity or financial resources to do that.

If it's something bigger, you're going to have discuss that internally, and with the board, and you just have to find a solution. If there isn't a solution, you have to figure out how you deal with it. Sometimes things fail, but if it's going to have grave consequences, especially when you're dealing with federal funding you can't let that that happen, you have to find a way to work through that.

Mr. Hicks: Why do you think you would be the right person for this job?

Ms. Bradley: First of all, I've managed a similar agency. I say that because I've managed a Metropolitan Planning Organization, but also a two-county planning commission. That's what I do now, but the way that you're structured is similar to the role a city would have in Pennsylvania. I managed the department of planning codes and development for over 8 years at the City of Eastern, and helped with the revitalization of that place; protection of flood plains, development of the region's first sculpture trail, which was just a flood plain protection project to be honest with you. The strategy in the Lehigh Valley is to grab all of the stream corridors, and put them into some sort of open space preservation, not only for flood plain repair and buffer management, but also active recreation where it makes sense to create those connections between more urbanized and suburban places in the Appalachian Trail, and then places down into Philadelphia.

In managing the Department of Planning and Codes, I got to do planning, I got to write their zoning code, their subdivisional land development ordinance, their flood plain ordinance. I got to help up set up and manage their historic district commission. I did some complete streets work, and worked on two road diets, which was fantastically fun and fantastically complicated. But that's the piece that I enjoy. If you don't like to solve problems, you can't be in any sort of plan planning role. I also manage the day to day of the Building Codes Department and the Health Inspection Department. So, you can imagine how tough that can be. You have to be able to be fair, and you have to be able to say yes when you need to say yes, maybe when you need to say maybe, and no when you need to say no. I've built those skills in my time at Lehigh Valley, and I think I could bring that leadership to you.

I'm very proud of the fact that I'm an excellent financial manager. Anything that I've led, whether it was the department of planning and codes, or major initiatives, have always come in on budget or

under budget. I think that's an important piece in this business - you're dealing with the people's money, it's not arbitrary. You have too much of a microscope on you, and you cannot mess with that, because that's the public trust, and once you've lost that you can never get it back. So being able to manage the policy, the implementation, and the finances is critical to any role as the Executive Director of a regional planning agency. I believe I could bring that to you, and I believe I could do that well in an absolutely fantastic environment with such a professional group of people. I have been very impressed by that at all turns along the way these last few days. I was already excited about this opportunity, but I'm even more excited now.

I just wanted to thank you again for inviting me here and giving me this opportunity. It's really a remarkable place, and you really are a remarkable group of people, and I hope I get the opportunity to spend a lot more time with you in the future.

Interview - Julie Regan

Ms. Gustafson: Welcome. You've found the hot seat. Thank you for being interested in the position and for being here today and going through this whole process. Steve is going to start off with a few remarks and then we'll start our questions.

Mr. Worthington: We have 50 minutes together. I'll be giving some time checks. There are 14 questions.

Ms. Gustafson: What are the motivating factors that made you apply for this position? What is your interest in Lake Tahoe and the Tahoe Basin?

Ms. Regan: Thank you, Madam Chair, members of the Board, the public, and staff. I'm Julie Regan, currently the Deputy Director and Chief of External Affairs here at TRPA. What is my motivation? If my blue jacket didn't give it away, keeping Tahoe blue is my passion, my heart, my soul. I think we had some really good conversations yesterday at the panels as well as at the reception last evening. I tried to really open up my heart to say, this job means the world to me. This Agency means the world to me, the lake means the world to me. I'm committed to furthering the triple-bottom line where the lake, the community, and the economy all together win. I couldn't be prouder to be a part of this incredible team. I am passionate about leading us into the future. I'm motivated because I think we're facing some of the biggest existential threats we've ever had as an Agency in our 53-year history. I'm motivated to continue the success we've had as an Agency and to bring out the best in our team. My interest in the Tahoe Basin? From eloping here in 1993 to being a proud member of what we call the Boomerang Club—you leave but you always come back—I left back to the East Coast and was recruited by an advertising and public relations and government affairs firm. I was 30 years old at the time. It was one of those opportunities you don't pass up.

My husband and I decided we didn't want to spend 30 years back in Delaware and we wanted to back pursuing our passions. I came back to Tahoe recruited for this position by the community when TRPA was at a pretty dark period. My interest in the Basin is making sure we protect it for the benefit of all today, but also those who come after us. I'm inspired by the way the Washoe people have taken care of this land for so long. Now it's our turn to be those stewards and pass that ethic on. I also want to say to the staff I spoke to last night at the reception, I know you all are listening now, I hear you. This has been a really challenging six months. A lot of sleepless nights.

Our team has been going through a really courageous time. I couldn't be more proud of my team, of my colleagues on the Senior Management team that have stepped up to keep this Agency

GOVERNING BOARD

October 26-27, 2022

moving forward and accomplishing so much in this interim period. It is a time of high anxiety and I heard that loud and clear. I hope our discussion today can address some of those because there is no Agency if there's not a great staff and we don't have a highly qualified staff and retention program. We have amazing talent here, it's second to none, and that's part of what's driving me to lead this Agency going forward.

Ms. Hill: If you've had experience working with a Board of Directors or similar governing body, how often and in what ways have you communicated, interacted with the directors in order to keep each member informed and engaged?

Ms. Regan: Thank you for the question, member Hill. I have a lot of experience working with this Board over the last 19 years. Having been an integral part of the Executive Team for many years, we operate in a team fashion. While I've had multiple responsibilities with this Agency over the last 19 years, a prime part of my role in External Relations has been in working with boards. Communicating early and often, having regular check-ins, having agenda review discussions. The reason we have an agenda review group is because in the early days we had a different system of how things came to the Board and we found it would be much more productive if we did more advance work and if we had a discussion, particularly with the leadership, the Chair, the Vice Chair, and the Committee Chairs. I would continue that but also take it to another level. A fifteen-member board is diverse—intentionally, set from the Compact. That's a management challenge.

I've come up with some ideas I'd love to discuss with this Board should you give me the honor to do this job. Having office hours on Mondays before the Board packets, for example, is one tactical idea because things always come up at the last minute. So making myself available, having that regular time, especially in this Zoom land we're operating in. When I was the Chair of the Barton Hospital Board of Trustees—it's one of the main philanthropic organizations in this community—I got some best practices of regular check-ins with management staff attending the operational board of directors, regular lunch meetings. I'm a big fan of coffee meetings. My door's always open for coffee; I've been drinking way too much of it the last three months because I've been talking to a lot of people. Absolutely doing the traditional method of meetings and structured conversations, but also unstructured I find are sometimes important. I'd want to sit down with each Board member and meet with the Advisory Planning Commission members as well.

Mr. Hoenigman: What priorities would you establish during your first six months as Executive Director? Your first year? Also, how would you define success for that first year?

Ms. Regan: Thank you for the question. Within the first six months, my number one priority would be to sit down with every staff member at the Agency—we're about 70 staff members right now—in the first six weeks. About 25% of our staff have onboarded during COVID. A big chunk of our workforce doesn't have and never had regular interaction. A huge priority right away would be to meet with staff, have team meetings. And at the same time, with our Board, with the APC, and with our partners and stakeholders. We have the benefit of having many interconnected groups: the steering committee that represents all the interconnected members of the Environmental Improvement Program, heads of the Forest Service, the two states, local government, the science community, the Washoe Tribe, the private sector. I would make a point to sit down with all of them as well and have some conversations around priorities for the Agency.

Right now we're doing an environmental scan. You've heard reports of that from our team. Preparing a nice data set that we could vet with the Board over the next six months and have a couple of different retreat workshops. I see this happening in public session, but also in a different

GOVERNING BOARD

October 26-27, 2022

way. The public space is one important vehicle and platform. But to really get into the future planning of the endeavors that we need to take on, we need to structure that a little bit differently. A world café model where you have tables and move table to table and try to vector into a consensus approach. That's my job here and what I believe in, building consensus around that future. So in the first six months I'd identify those opportunities and then within a year, have an updated strategic vision. In partnership with Joanne Marchetta in her early years as Executive Director, I helped build the Strategic Plan of 2008-2009 where we interviewed hundreds of community members, every staff member, charted the course of partnership building and the hedgehog concept. We need to take the opportunity to open that up and say, what is the collective future? Because it's not just up to the leader of TRPA to say that. It's up to this Board, the community, our staff, our partners, and all the interested stakeholders. Within a year, have an updated strategic vision that's vetted, embraced and celebrated. Defining success would be metrics. Obviously, our ultimate metric is are we meeting our mission as defined in the Compact, our environmental standards, our threshold carrying capacities. With our six strategic initiatives, we have metrics which I'd absolutely want to fold into measures of success. Thresholds take potentially generations to achieve. Lake clarity, we know will take decades. Defining success would be a collective endeavor but would ultimately hue to our regional plan implementation, our environmental goals for the region, and then interim goals along the way based on a shared common agenda.

Mr. Yeates: As the new Executive Director how would you assist the Agency in developing and framing a long-term vision and Strategic Plan?

Ms. Regan: Thank you, Member Yeates. For the long-range vision, I believe that in my tenure in the Agency, we have been working towards that vision together successfully since the update of the Regional Plan. We're coming up on the ten-year anniversary, 12/12/2012, and this December we'll be celebrating ten years of an update of that Regional Plan. That was a shared vision that was hard-fought. Literally thousands of people engaged in a revitalized future for Lake Tahoe that embraces the achievement of our environmental goals and revitalizing our community.

I don't think that overall vision has changed, but new threats have entered the picture. I think we should calibrate that that is still the vision, look forward together, have those structured conversations. I've been reading about collaborative process, looking back at some of our best examples and using them as laying the groundwork for how we can move forward together. Even with the conversations yesterday, there's still a lot of points of view under that vision, and that's where we have to be thoughtful with our approach—bringing in facilitators, having some outside partners to give perspective, making sure it's not just us in a vacuum making declarative statements about the vision for the Basin. No one in Tahoe achieves anything alone.

We've learned the hard way that partnership is our method of success. I don't think anyone wants to go back to the days of a top-down approach. But collaboration is difficult and requires constant care and feeding. It would be my commitment in the long-range vision to make sure it's collaborative, yet defined. We need a deadline, a task list, measures. Strategic planning isn't what it used to be. There's so much uncertainty in the work, the environment, in society. We have to embrace change in a more robust fashion and build that into our systems and look at it as a systems model.

Mr. Friedrich: Over the past few years Lake Tahoe has experienced an explosion in tourism, second home ownership, traffic and congestion relating to recreational activities. What are your thoughts on managing sustainable recreation? Do you have experience as it relates to managing people and

the environment?

Ms. Regan: Thank you. This is a topic of great interest right now. We've been leading this discussion on sustainable recreation. Even before COVID, TRPA and the Forest Service were co-chairing a working group under the umbrella of our Environmental Improvement Program to tackle this topic because numbers were already ramping up. Then COVID happened, the rest of the world shut down, and everyone wanted to get to the great outdoors. Front and center, working in the partnership is the best answer to this question.

What we've been working toward in the last year or more is trying to get to a shared vision around destination stewardship. What does that even mean? How does that work in an area that is 90% public land and we welcome public access. How do we not lose the resource in the process? How do we not love the place to death? That's the essential question. As part of my doctoral degree at the University of Nevada-Reno, I've been doing deep thinking on that, looking at examples from all over the world, places like Iceland and Italy and South America and Cuba. The whole world is struggling with this, with the advent of technology and easy bookings and Airbnb and affordable air travel. It's people with disposable income, it's Baby Boomers with bucket list travel, and adventure travel millennials, the two biggest demographic clusters of our society. So sustainable recreation is an important topic that needs to be thoughtfully approached and linked to topics like transportation and congestion management and technology and trails and litter and human behavior.

The most exciting part of this topic is it takes Tahoe into a new space of being thoughtful about socioeconomic research. We are world-renowned for our research on forest health and lake clarity and ecosystems management. All of the so-called hard sciences versus the soft-sciences or people sciences, which is the most difficult science of all because changing people's behavior is very difficult. It's an exciting area for us to be a leader in partnership. We have 16 core members right now of the Destination Stewardship Collaborative. Workshops were all around the Basin the last two days. We had a couple hundred people that came out to tell us what they're thinking about this program.

So, my experience in people management and recreation management has been here at the Basin in 19 years of working at TRPA. I've also worked in resort management at Sea Colony, the largest resort in the mid-Atlantic region. All the way down to a power outage on July 4th when everyone's ice cream is melting in their refrigerator, and they blame you and want their vacations refunded. At the tactical level, but also at the 30,000 foot policy level of how you harmonize an economy that is dependent on tourism in Key West, Florida where I lived, but at the same time protecting that resource. I think the answer is engaging our visitors in the solution. What we've been hearing from surveys and focus groups and discussions with stakeholders is that people want to support the lake, they want to be engaged with their own dollars in travel tourism that supports our \$5 billion regional economy. How do we engage and enlist those visitors to be part of the solution and protection of these beautiful public lands. It's an ongoing area and crosses into the transportation space.

Ms. Conrad-Saydah: Please describe a situation in which you were able to build consensus among disparate parties including those who had been traditionally underserved.

Ms. Regan: Thank you for the question. I just had about 30 ideas that came into my mind because that is really what I have been doing here for 19 years. The beauty of Lake Tahoe is that everyone loves Lake Tahoe and wants to protect it and be a part of its enjoyment. The challenge of Lake

GOVERNING BOARD

October 26-27, 2022

Tahoe is there are many, many voices to manage, different viewpoints and philosophies. That's the heart of the Compact. The interstate Compact really set up the structure to harmonize interests of not just the two states, California and Nevada, but from the Federal Government by Congress's consent and our six local jurisdictions, each of which are very unique and individually directed as you all know. And our local community and private sector.

When I say community, it's not just the local Basin community of 60,000, but also the 15 million people who visit, most of whom drive from nearby, as well as the tribe and all our other partners. Disparate interests are what we reconcile every day. Our staff do it as a matter of course. I was talking to a Board member recently who was commenting that we don't say no to a lot of projects, and I said that's because our staff do it every day. When someone calls, such as a billionaire from Texas that wants to put in a 20,000-person structure in a sensitive wetland, we're getting the word out that Tahoe is a special place and different from other areas.

But my biggest example would be the Regional Plan update and the negotiations around the Compact. We've discussed with this Board how the stakes were so high and the possibility of California and Nevada leaving the Compact. From 2011-2013, we were updating the Regional Plan and rebuilding trust between both states, which had come to a head at a very difficult time. Working with the team and our staff, my role was to be a negotiator and a broker. That helped facilitate coming back together, recommitting to the bi-state partnership and Compact, and the partnership came out stronger than ever. There were differences of opinion. I was looking at the addition of the Compact that was amended in 2013 through state legislation but also through Congress through the act of 2016 containing the Lake Tahoe Restoration Act, and there were provisions that changed, and one was that economic considerations should be in the planning process. That gave the legislative intent that we need to consider these factors more explicitly.

So, to the second part of your question with underserved communities, it's something that's in front of us right now with land use policies and housing. I think TRPA has been working on a journey to better engage the underserved communities. One thing my team did early in the process was translating into Spanish. That was ten years ago. We did fact sheets, meetings at the family resource centers, walked those communities, and did a lot of community engagement around the Regional Plan update. But it wasn't enough, and what we've seen lately is we need to do more.

We are embarking on an Equity Plan. We have a staff committee that's been meeting for two years under the leadership of Victoria Ortiz and Katherine Huston and many others. We have around 25 staff engaged in this, looking at all our policies whether it be our Transportation Equity Study, or even our platforms such as Zoom. We switched to Zoom because other platforms are not as good. We have more accessibility for our hearing impaired, for those who have difficulty navigating technology. We're also looking at our permitting. As you heard from Arlo Stockham months ago, our permitting process is very complex. Rightfully so, because we have a great resource to protect. But primary English speakers can't even navigate the permit system, let alone people with disabilities or people who don't speak English. So, we're looking at all those right now. It's intensive and laborious, but something we're committed to doing.

Mrs. Cegavske: What is your experience in balancing the needs, wants, demands and differences inherent with multi-state, multi-county, multi-jurisdictional organizations with varying and often opposing public, private, governmental, environmental, political and other advocacy interests?

Ms. Regan: Thank you, Madam Secretary, for the question. It's a great follow-up to the last question because this was intended with the framers of the Compact. Our bread and butter is

GOVERNING BOARD

October 26-27, 2022

conflict. If you think back to how we were formed, we are in the Nevada tradition of battle-born. That's the Tahoe legacy all the way to the U.S. Supreme Court. Conflict is in our DNA. What we've been working towards for 20 years now is to move that conflict into the era of epic collaboration. My experience is working with the teams, not only Team TRPA but Team Tahoe.

This is the heart of my work from the early days of even just being present and showing up at community meetings, on the ex-officio seats at all the local Chambers of Commerce. No one attended because no one had time before I came on the scene. So, I made myself available, going to the Tuesday morning breakfast clubs at 7 in the morning. That translated not only to the local community but all the way to Washington D.C. One of the things I'm very proud of is building a legislative affairs platform and program and making that a success with the funding we've achieved. We've amassed 1.5 billion dollars in restoration funding for the Environmental Improvement Program in the last 11 years. That shows confidence from the Federal government, both states, local government, and from the private sector which matches dollars through philanthropy and from homeowner and boat inspection fees. My role has been to lead that team, all the voices, so we don't go to Washington with ten agendas. That did not portray our community well. Part of my role was using the interagency executive steering committee as a platform.

Now we have an annual priority list that we submit to Congress and also to our state partners for funding. What makes Tahoe strong is the diversity of opinions, knowledge, and expertise. We had to thread the needle with the Regional Plan on issues of trust with both states. We had to work through that with the Shoreline Plan and with air quality with both states and harmonizing those different Federal and state and local laws. We'll have to do it again with greenhouse gas emissions and how we calculate many of the measures we track. Trust is a key ingredient. Progress happens at the speed of trust. Communication and working together over time on a common agenda and a shared vision.

Another example is Nevada has a legislative oversight. California doesn't have such an animal. One of my first initiatives with the team was to take that legislative oversight, which was really a grilling session, a negative environment, to an advocacy arm of the legislature. It took about ten years of working with legislators and delivering on constituent requests and transforming those members who are now champions of Tahoe. And those members are residents of Southern Nevada. We're now building champions in the California legislature. We're getting new members next year. We've been doing that with the California-Tahoe Alliance and others. There are differences of opinion but it comes down to developing trust and having those conversations around that shared vision. It's something I feel passionate about and where I feel I've added some value here to the Agency.

Ms. Aldean: What is your experience in overseeing and managing an agency's financial health and how would you ensure that this agency remains financially strong?

Ms. Regan: I really appreciate this question, Member Aldean, because we didn't get into it in the panels or at the reception last night. This is my background in the Real Estate world where numbers mean everything. I had to learn how to run a budget. I've worked for two investor-owned companies. We have a very complicated \$22 million budget at TRPA, and only roughly \$7 million of that is more flexible funding in the General Fund, and our payroll is \$8 million. When you think about where we're at and how we disburse the funds, it leaves very little room for discretion. An example is when I first started, we went through a couple of different directors of Finance at the Agency because they said, this budget is crazy, and it didn't work out until we had the wonderful addition of Chris Keillor to the team.

GOVERNING BOARD

October 26-27, 2022

So, I had to take on that responsibility for Joanne Marchetta who did not come from that Finance background. I had to learn all the different grant funds. Luckily, I had a Real Estate background and had run my own business and worked in resort management. It let me add some value to the Agency at a time when we needed it because we were going through the Great Recession and also, sadly, a workforce reduction. I had to help our management team make those hard decision of how to cut expenses.

Thankfully now our finance team is par excellence. We are the fiscal agent for the invasive species program. Something that I've worked on, with the Forest Service, we are now the fiscal agent for \$5.5 million in Tahoe Restoration Act funding that just came from Washington, and we just signed the agreement. It took years to build the confidence of the TIE steering committee, our executive partners of the EIP, and the Forest Service. Because we have an incredibly talented finance team that has had clean audits, we are looking at how we can get money on the ground quick because America has two trillion dollars to invest in infrastructure. Thank goodness we've built this legacy of fiscal soundness that we can help be part of the solution to get those funds on the ground. As an example of my work to build that credibility, one of my priorities if I get this position is to ensure that the financial soundness we've built continues. How do we grow and support that team to give them what they need? We just tried to hire a new grants manager, who declined the position because our retirement isn't competitive with the state PERS system. That is a huge concern. Having the talent on-staff gives the support to build the financial acumen that we need.

We need more resources to maintain the staff that we have in light of the great resignation. People have other options. We're not in the PERS system. Right now California is looking at a \$7 billion shortfall in the General Fund. Nevada is still coming back from COVID. This is an opportunity for us to think creatively about how our budget is funded. It's not a traditional budget, it's not one source. Everyone assumes we just get money in the President's budget. We don't. So we want to work with our Operations and Governance Committee going forward to strengthen the financial health of the Agency.

Ms. Williamson: Can you please discuss your thinking about hybrid work schedules? If the Agency continues to offer remote working options, how would you manage staff, motivate them, and provide training and development opportunities?

Ms. Regan: Excellent question. Every staff member I talked to at the reception last night asked me this question. It is top of mind. The hybrid scenario has been so valuable for our staff. It's flexible, particularly for our staff with young families. At the same time, we've lost some connectivity. So, my commitment would be to work with our team and customize solutions that fit because it's not a one size fits all. I would be committed to maintaining a hybrid environment because I think it offers great productivity benefits and great satisfaction benefits for our staff, but also do something that would encourage people to want to come to the office.

I've been thinking a lot about this and appreciate the question. Taco Tuesdays—Steve Biddle caters a mean taco lunch. Workout Wednesdays, Field Day Fridays staggered throughout the month to get people back into camaraderie and bring them into the Agency at a time it works for them. Not every week, but we could stagger these throughout the month to give people some certainty of engagement. Right now, it's very ad hoc, and so you don't end up having that robust dialogue.

We can't overschedule this because that's not the nature of work these days, but I would be committed to working with the team to maintain the flexibility but at the same time, try to get a lot more engagement to make sure folks are connected, because we've lost that.

GOVERNING BOARD

October 26-27, 2022

I want to get people out in the field. We've initiated three field tours with our Advisory Planning Commission, TIE steering committee, this Board, the Meeks Bay Restoration tour. Getting out into the field opens eyes. When you look at a plan on paper, it doesn't compare to when you see it on the ground. So, getting the entire staff out into the field a couple of times a year would be something I would be committed to in order to strengthen this hybrid environment.

Ms. Novasel: Please give us an example of how you would communicate and implement a major change in policy. Have you ever implemented a significant change that was difficult for staff? How did you handle it and what was the outcome?

Ms. Regan: Thank you for the question. Absolutely. Major changes in policy at the public level, whether it be the Shoreline Plan, or the Regional Plan update, that is certainly what we are very good at communicating. I have a wonderful External Affairs staff that we built from the ground up and they're quite good at engaging with the external community. On the internal side with policy, I've been involved in many changes. Changes to the partnership ethos. We called it the Hedgehog Concept, a laser focus on partnership. That was difficult for some staff. Some folks who were working more on the regulatory side, the permitting side, that was a shift to think outside of those exact terms. We did it over a learning journey, bringing in professional development and speakers, having offsite time together to talk these things through.

To be honest I see that as the biggest shift for us going forward, moving from a culture of more of a regulatory hammer, which we needed to have in more of a slow-growth, not-ruin-the-Basin era in the Agency, where we've been moving into this collaborative shift. But we have to take that to the next level because the threats are on our doorstep, whether it be wildfire, invasive species, climate. Shifts in policy internally can be difficult, but we are building a learning organization, where we have Lunch and Learns, we have leadership roundtables which are going on right now with Joanne Marchetta. She's been leading these workshops and asking, in the face of uncertainty, how do you cope? How do you manage? Having opportunities for staff to talk and listen and be heard. People embrace change differently. Some run right into it, some take a minute to reflect, and some like what they're doing just fine. Maybe those are all right answers. It's just a matter of bringing the team together, and luckily, I'm a coach. That's what I've been doing for the last 20 years here. I lead by example, I get on the field, but I think the leader has to get to the top of the bleachers to see the whole field. That's what I do as a strategist. But also have staff be part of the change.

Ms. Faustinos: Sometimes land use decisions are controversial and disliked by some segments of the community. How do you engage a broad segment of the community in public policy to achieve equity? How do you handle controversy among community members and work to resolve this type of conflict?

Ms. Regan: Thank you for the question. Controversy is what we do at the Agency. We've been doing it for the entirety of our existence. The strategy that didn't work was, here's the policy, take it or leave it. We don't do that anymore. Not that we did that intentionally. It was just the times were different and the approach had to be different. People have changed, times have changed, conditions on the ground have changed.

We build the table where people are, going out in the community and having open houses and going to farmer's markets and talking to people, not just in the Basin. We did workshops in San Francisco, Los Angeles, Las Vegas, Reno and the Carson Valley when we were updating our Regional Plan. We're doing that with Destination Stewardship, with Transportation Equity. We found that a lot of people without cars could not evacuate during the Caldor Fire. So, we partnered with Tahoe

GOVERNING BOARD

October 26-27, 2022

Transportation District, the family resource center, the Tahoe Coalition for the Homeless to understand that part of the population that is underrepresented and underserved. We now have improved data to show, here are the community support services we need to activate when something like that happens again. Again, in partnership. We aren't a lead in evacuations, but we certainly have a role with transportation funding and planning to support that endeavor.

I think we're being much more intentional in this space of going to where people are. I reached out to the Washoe Tribe chair, Chair Smokey. He was reelected for a second term, he was the first leader of the tribal council in 20 years who has been reelected. We're also engaging the tribe on the Meeks Bay restoration, the Destination Stewardship program, and many other endeavors. Our staff is passionate about this. This is an area that will allow leadership in the ranks of TRPA to shine and grow, and I want to empower our team to build those bridges in our community. It's critical. Nearly 40% of our community is LatinX. Those folks are not able to come to a TRPA Board meeting in the middle of the day, so we have to go to them.

Mr. Lawrence: As you may know, the TRPA has a number of Memorandums of Understanding with public and quasi-public agencies. If one of those MOU partners fails to comply with its obligation under the MOU, how would you handle the situation especially if the noncompliance could potentially interfere with the success of an important TRPA initiative?

Ms. Regan: Thank you for the question. In 30 seconds or less, we've experienced this many times. We assume a positive intention; the Area Plan framework is working within the local jurisdiction partnership. Mistakes happen. We sit down as partners and colleagues, and we work it out. When I say mistakes happen, these aren't egregious. We didn't build a Costco overnight and forget to permit it. Those things aren't happening. But the framework is working, and we want to do more. We want to build the MOU partnership that we have. It takes constant communication. Brandy McMahon from our staff, all of Compliance and Planning, work diligently with our partners. They are engaging daily on a minute-by-minute basis. We do joint workshops with the jurisdictions to ensure that we work together and will continue to do so.

Mr. Hicks: Why do you think you would be the right person for this job?

Ms. Regan: Thank you for the question. Right person, right time. I feel like this is my calling, to do this job. I love this lake, I love this agency, I love this staff. I want to lead this staff. No one leader has everything. I certainly have work to do. I've worked on myself in Strengths Finder training. We're doing that for all of our staff, doing strengths assessments and pairing teams according to that.

So I recognize that I always have room to improve, but I do feel like right leader, right time. I have the history and can build on the progress that we've made. But having a new vision that embraces the challenges of the time including fire, invasive species, modernizing our land use system—that falls under housing, land coverage, responsible recreation and transportation. Those are the big ones. That's not to diminish other initiatives. I feel like my knowledge, my relationships, my understanding of the Compact, the two states, the Federal government, the local governments and the private sector really uniquely qualify me, and I'm fire in the belly to do it. I'm jazzed. I'm ready to go. I think that is part of what sets me apart—the foundation. But also my national network for landscape conservation on the national level. Being on a board at the national level for seven years. I see opportunities for us to grow and evolve in new ways.

Ms. Diss: Do you have any questions for us or anything that you would like to add?

GOVERNING BOARD

October 26-27, 2022

Ms. Regan: Thank you for the time. I just wanted to wrap up by saying I appreciate this. I appreciate your thoughtfulness. I know this has been difficult on you, on our staff. I have no further questions for you, other than to say, I hope that you will look to the future with an open mind. I know that we've all been though a lot together. Internal candidates often have the benefit of relationships, but also the detriment of being seen in one dimension. I hope that you can open up your hearts and minds to seeing the potential that we would have together, and the potential that our staff would have to be a part of that endeavor.

Historically, in years past, there has been a divide between the Board and the staff. I would love to erase that. I would like us to all be together. Obviously, we have roles. You have policy governance responsibilities, you're charged under the Compact, you took an oath. But we are one team, and I would hope that we could work together collaboratively to chart a better future for this lake, not only for the environmental measures, but for the community as well. Because we all work together in that triple-bottom-line model. I have a leave-behind for you. The Caldor Fire was contained fully a year ago last week, and so this is the power of partnership right here in my hand. This is an ember from my backyard in Christmas Valley. I have one on my desk and I've been giving them around to different partners and the Fire Service, and I have one for each of you. A thousand structures were lost in the Caldor Fire, as Sue knows very well, and others, but not one home in Lake Tahoe. That's the power of partnership. So just to put on your desks and remember why you're serving. I appreciate your service. Thank you.

Interview: Mark Wardlaw

Ms. Gustafson: Good morning Mark. Thank you for being interested in the position and for being here today. Steve Worthington will start off with a few remarks and then we'll start our questions.

Mr. Worthington: We have 50 minutes together. There are 14 questions. I'll be giving some time checks.

Ms. Gustafson: What are the motivating factors that made you apply for this position? What is your interest in Lake Tahoe and the Tahoe Basin?

Mr. Wardlaw: Good afternoon Chair and Members of the Board. I think that this is truly an amazing opportunity. For me, in my particular career, I have a practice of redevelopment, land use planning, development, permitting, regulation, conservation planning, sustainability, and climate action planning.

The opportunity to work for a mission-based organization focused on protecting and restoring Lake Tahoe and the forest, while at the same time creating and supporting, thriving and sustainable communities - that's magic to me. That is what my career interest is always been. I studied Urban Design Planning & Architecture at the University of Utah and Arizona State, and I've been able to work in that field throughout my career. This would be the apex of that career opportunity.

Ms. Hill: If you've had experience working with a Board of Directors or similar governing body, how often and in what ways have you communicated, interacted with the directors in order to keep each member informed and engaged?

Mr. Wardlaw: Thank you. I have extensive experience working with planning commissions, with elected city councils, with the Board of Supervisors as an elected body, and have been the face of my department in the county, which was about 240 people with a budget of about nearly \$50

GOVERNING BOARD

October 26-27, 2022

million. In that work I would support and staff each of the hearings. I was responsible for the Planning Commission, and responsible for the work with the City Councils that I've worked with, as well as the Board of Supervisors. Throughout the process of a given project, I've practiced holding informal briefings and updates of a given subject as it has progressed, and for those projects where it might be a redevelopment project involving confidential negotiations, I've supported closed session meetings with those elected officials. So, I've been doing that generally throughout the length of my career, and in my 20+ years of Executive Management.

Mr. Hoenigman: What priorities would you establish during your first six months as Executive Director? Your first year? Also, how would you define success for that first year?

Mr. Wardlaw: Thank you. I think in the first six months it's incredibly important to 'on-board', to learn the stakeholders, to learn the agency partners, and to learn the board in the community, and to understand what's going on - the status of the programs, and the strengths and weaknesses of the organization and its programs, issues, and opportunities. Coming into an organization where you don't know and start fiddling with dials and trying to make changes can be rather haphazard.

So, understanding that, and truly becoming effective as quickly as possible, would be my six months goals. That would include individually meeting all of the staff members and getting to know them and their personal and professional goals, and where they are in the organization.

Within a year, I think it would be the measure of success to have gained the trust and confidence of the Board - to understand where the programs are, and for those issues that are coming forward, that they're staffed appropriately, and the Board is able to consider them and act on them. And that if there are issues that need to be addressed within a short period of time, that they have been addressed, and that there is progress that needed to be made in that first year, and the platform and direction for the continuing thereafter has been set. I think the measure of success is community and stakeholder support, and a great evaluation at the end of that year from the Board of Directors.

Mr. Yeates: As the new Executive Director how would you assist the Agency in developing and framing a long-term vision and Strategic Plan?

Mr. Wardlaw: One of my particular skills is vision, in understanding and setting vision within an organization in a different place. And in doing that, understanding the place, the concerns, the opportunities, and the priorities. I believe that working with the board to understand, for example, the Climate Action Program as a strategic initiative, is important in understanding priorities. And then to develop those work programs, and align the resources to meet those program priorities, and then ensure that they're monitored regularly, and that progress is made.

I think that in many organizations with boards that are perhaps smaller than yours, it can be difficult to set priorities. I think you have a lot of consensus and clear direction at this point in time. But sticking to priorities, and being fairly unwavering unless there's some important issue that would cause some change. So that would be important. I'm open and very experienced in facilitating and listening to working directly, and supporting Council or Board in this type of fashion.

Mr. Friedrich: Over the past few years Lake Tahoe has experienced an explosion in tourism, second home ownership, traffic and congestion relating to recreational activities. What are your thoughts on managing sustainable recreation? Do you have experience as it relates to managing people and the environment?

Mr. Wardlaw: I'll start with your second question first. Yes, I have extensive experience in managing tourism and economic development activities. With the town of Mammoth Lakes, I started there in 2005 and left in 2012. One of the key focus points, the goal of that community was to become a more sustainable destination resort. The shoulder season in Mammoth is very different than the shoulder season here, meaning that your peak season is much more intense than what Mammoth has right now.

So, we established a fundamental framework that involved communities, key stakeholders, and the major players and appointed/elected officials, not only of the town, but of the other special districts that were in the organization, to develop a destination resort strategy to align the resources, programming, and priorities of all of those different entities.

We made significant progress, and once approved, that became the approach to manage and implement those priorities. The results of that effort, from its closure in 2012, remain in place today. Mammoth is moving forward with significant affordable housing programs. Facilities now being completed, include an ice rink, a conference center, and a new joint-use civic center. So that approach to building consensus with all of the community was essential.

In terms of experience with sustainable tourism, Mammoth Lakes is one example, but another example is Culver City, where they had lost their downtown. The tenants had left, there was no housing, and the city itself had lost its economic engine. So, in both Mammoth and Culver City, our focus was identifying the sustainable comedy economy.

At one time, Mammoth had a particular measure of people that was not based on anything other than headcount, and so we changed that dynamic to understand what it would take for us to become sustainable. How many people did we need to see from an economic growth condition, and what could be physically supported by the community and its facilities and infrastructure, but also what would work within the community? What would be appropriate, non-invasive, or not super impactive to the community and its infrastructure?

We had an urban growth boundary which was useful and helpful, but we changed the metrics of our 'people at one-time' counts to focus more on the direct impacts associated with higher occupancies, such as water use and water availability - that was one of the key driving factors. We then devised that destination resort strategy to start to build the mechanisms that would bring people.

Ms. Conrad-Saydah: Please describe a situation in which you were able to build consensus among disparate parties, including those who had been traditionally underserved.

Mr. Wardlaw: That's a great question. I think I'll go back to Mammoth Lakes and building on the destination resort strategy. When I arrived, they were in the process of updating the general plan, and it was essentially a very ad hoc document. It was unnecessarily thick, so we deconstructed that process and created, with the planning commission and with specific stakeholder group, through workshops.

We facilitated and refined the values and vision of the community to get to the salient points to achieve a general plan. It included the standard land use etc. That's the point of origin for a destination resort strategy. It required us to really understand the different neighborhoods in Mammoth, and each was unique and different in context, setting, form, pattern, intensity, and

GOVERNING BOARD

October 26-27, 2022

function. I facilitated workshops with visioning boards and sticky dots - we made it a very visual experience about what kind of place do you want to be? What does it look like? What does it feel like? How does operate in summer, shoulder, and winter seasons? In that effort, and other implementing efforts, such as our affordable housing programs, we proactively reached out to our Hispanic communities, and we found that even though we noticed public hearings, held public workshops, we did not see that population in those meetings, and we figured out that we had to go to them. We had to have interpreters where necessary, we had to meet them in their spaces and bring them forward. One of the key issues for our population, not only with the underserved, but also with the service industry, is affordable housing.

We identified a particular single-ownership neighborhood of about 25 acres that was a focus for resident workforce housing neighborhood. As a result of our efforts, that has been purchased, and now a 450-unit project is being developed, and it's going to be implemented in phases with the districts, the city, and the Mammoth Mountain ski area.

Mrs. Cegavske: What is your experience in dealing with, or balancing the needs, wants, demands and differences inherent with multi-state, multi-county, multi-jurisdictional organizations with varying and often opposing public, private, governmental, environmental, political, and other advocacy interests?

Mr. Wardlaw: Thank you. So how do I manage chaos? I think that is really inherent in the work of community development, and I'll use some examples from the County of San Diego. The county of San Diego is really rather large. It's nearly 3,800 square miles. It has a diversity of suburbanization, adjacent to cities, all the way to vast, open desert mountain ranges, lagoons, and it's also one of the most biologically sensitive areas in the country if not the world. There are also so many disparate interests - growth, no growth, not in my backyard, preserve all lands, nothing should be developed, everything should be developed. So, in addition to being big and diverse in landscape, it's also complex with the stakeholders.

There's easily more than a 100 different agencies and stakeholder groups. You have to work with 18 different municipal jurisdictions, and you have about 18 tribal authorities, 26 different distinct communities, and a host of environmental, climate change and economic development-based groups. So that's quite a mix of people. We had a lot of different work programs that touched all of them. One of them was our climate action plan that was developed and adopted in 2017. In that effort, and aligning it with our habitat conservation plans, we had to include all of those different groups and hold outreach and facilitation. My efforts have always been to start early in informing public participation. In all of those efforts it involves a host of agencies – Caltrans, United States Fish and Wildlife Service, California State Fish & Wildlife Service, United States Forest Service etc., and in many of the special districts that are included in the county that didn't have the wherewithal to implement some of their own climate action plans. So, we had extensive outreach. We were always fact-based, and then through the process we made sure people understood that you could rely on us to represent your views as we go through the process, consider your views as we start to develop options and recommendations, and you'll hear back from us regularly, and frequently.

We also emphasize the importance of the triple bottom line - environment, economy, and community. In the delivery of our services, we explain our approach – we'll be upfront, honest, ethical, and will listen to you, and then take the information that you provide in your interest and objectives, and continue to move forward. And then, as we progress in the formation of completing analysis and findings and then developing options, we gain input from all of those groups, including our own appointed and elected bodies and in our community planning group structure of about 20

GOVERNING BOARD

October 26-27, 2022

different community planning groups.

Then, as we would come to the decision-making aspect, we would make sure that we represented the views of those people, so that the Board or the other decision makers could understand and make their own determinations. We included in our work, not only our analysis, but if it was essential, the costs and return on investment of any significant decisions, so people would understand what is required to approve or and implement any of those options.

And then the last thing I'll say to this is, building relationships is important. You have to be accessible, available, meet with people, talk to people, and have an open door. I personally do that. I had regular meetings with the endangered habitat league, standing meetings with my peer departments, and meetings with the building industry association, and many other groups. That point of contact, and the regular relationship made it possible for us to have trust, respect, and to move forward.

Ms. Aldean: What is your experience in overseeing and managing an agency's financial health and how would you ensure that this agency remains financially strong?

Mr. Wardlaw: Great question, I think I'll use the County as a good example. Finance and budget are important. I think it's built primarily from the operational priorities of the organization. Understanding and knowing what the mandated service requirements are, and then what the optional and priority service requirements are - and understanding how much those cost. What is the sense of the staff requirement? How many staff people do we have? What is the work program? And then turning that into an operational budget. In the county we practice a general management system, in which we first understood the priorities of the board, and then the legal requirements, and then we staffed them. We also prepared 5-year forecasts so that we could look at where we are today, but also project what we would expect to see, or could likely occur during a 5 year look ahead. We identified risks and how we would mitigate that risk. All of that was part of our long-term budgeting program. Once the long-term budget was formed, we set up a two-year budget, and then operated within identifying the deliverables, how we would report and measure our progress and success, and keep tabs on our expenses and revenues. So, a very thorough approach to budgeting.

We were also very careful in costing. For example, in our permitting revenue, we were a cost recovery agency, so we had timesheets. We would understand the scope of work required for any given permit, and build in complete cost recovery. There was no subsidy from the general fund through that effort. In some cases, permits such as an ADU permit might be incentivized, but we could account for that.

We were big picture forecast all the way down to financial details, and we had regular monitoring, and quarterly reports within the organization.

Ms. Williamson: Can you please discuss your thinking about hybrid work schedules? If the Agency continues to offer remote working options, how would you manage staff, motivate them, and provide training and development opportunities?

Mr. Wardlaw: Thank you, Haley, that's a super question I think we all know Covid, so we all see that remote work actually functions. I follow the Harvard Business Review and keep fresh and current on leadership and operations. The discussion now is, is it all or nothing? Is everybody back? Is it all remote, or is it hybrid? And I think each organization is going to have to find its own way with its own hybrid program. For us, we're a public service industry. We have public service requirements

GOVERNING BOARD

October 26-27, 2022

so I think that must really be hybrid for a couple of reasons. One is customer service, and two 'culture is king'. For people to understand the organization, to grow within the organization, and to learn - that's most effectively done face to face. It requires safety within the organization. I think we'll continue to see Covid variants come our way, and its important to be conscious of that.

I think hybrid needs to be organizational. It's probably not an ad hoc and random schedule of remote and hybrid, because for people to integrate either as teams or the organization, that really wants to be institutionalized and regular. On the other side, remote work is valuable. It can be very equitable to people in their own unique conditions, whether it's childcare, or distance traveling, educational & personal growth requirements, and I think that's all very important. It is also a form of I think Greenhouse Gas reduction with trip reduction. I think hybrid is the wave of the future.

Ms. Novasel: Please give us an example of how you would communicate and implement a major change in policy. Have you ever implemented a significant change that was difficult for staff? How did you handle it and what was the outcome?

Mr. Wardlaw: So much work in our sector is policy, and whether it's policy that's affecting development or transportation, or policy that's affecting the organization itself, it's still policy. I'll give you an example from the County. I was brought on as the first director of the newly reformed Department of Planning and Development Services. It was previously the Land Use and Planning Department, and after a series of audits and extensive customer complaints they decided to make some changes.

The key challenge for us was, how do we achieve organizational development, and culture change so that we're providing services to our customers, as directed by the Board of Supervisors. When I started to get a sense of how we could move forward, I set up five ad hoc tiger teams to focus on particular subjects. We had one focusing on our mission - why are we here, and what are our values? We had one on project management - how can we improve service delivery more effectively? We had one on workforce development - how should we train ourselves and grow? What should we focus on? We had one on performance management, and others on technology.

In this effort, we set up through this group a vision value mission statement which was by this entire 250-person group in an extraordinarily positive way. One of the key elements of that was customer service. Whether you're an applicant coming in for a permit, or you're just looking for information, or you're trying to acquire and build a preserve area.

In terms of service, and using the project management as an example. We had some significant issues in our permitting procedures. Some of them were slow, and people could not reach particular project manager or get information about their current permit. So, we worked to identify - how do we serve our customers effectively and efficiently, and how do we, as a case manager, wrangle everybody else, not only within the county but also the outside agencies. How do we bring them into the fold as part of the team? Through that we made systematic organizational changes that then turned into policy. And as we then began our workforce development programs, we learned that we need to onboard, and introduce this program and how we operate within the whole organization and department.

We could take the same approach and apply it to land development policy. Essentially hands on, understanding what the issue is, what the objectives are to achieve through that policy, and then how do we get knowledgeable about what's going on? But the issues are in detail. How does everybody get on board with solutions? And then how do we link that? At the end of that one-year

GOVERNING BOARD

October 26-27, 2022

effort we had completely turned the ship around. The Board of Supervisors was now confident, and trusted the work of the department. And we won an award from the CAO.

Ms. Faustinos: Sometimes land use decisions are controversial and disliked by some segments of the community. How do you engage a broad segment of the community in public policy to achieve equity? How do you deal with controversy among community members and work to resolve this type of conflict?

Mr. Wardlaw: I would say that's about 75-80% of my entire career. Whether it's a particular redevelopment project, a downtown sports arena, developing a new climate action plan, processing a permit for 2,000 residential units and a master plan community. It's very similar in that effort. I think that the key is to gain public input at the very beginning, to let people know what's coming, and let them know how and when they can participate, and how they can affect the outcome of a particular effort. The community needs to know that they can trust you, and that you're accessible, and that your staff will listen to them and incorporate their input as best they can into that overall effort. They also need to know that you, the professional organization, are going to do your best in fact-based, open and honest way to come up with your best work. Not everybody might be happy with some of the recommendations the staff ultimately makes. It is inherent in our field that there are interest groups that are never completely satisfied, and there'll be an opposition forever. I think that the ethic of describing your work, being fact-based, clear, concise, based on best practices and research, and focused on that triple bottom line and for the good of the public - so that there's not just one sector in that triage that's benefiting. But that there is community benefit, environmental benefit, and economic benefit, versus just one alone to the detriment of the other two. That ongoing process is fundamental, because otherwise people feel like they've been seduced and abandoned. At the very end, when you come to the board for consideration and approval, they will all be there, and they need to see that their words were heard and incorporated. The key to success, I think, is doing good work in building as much community support for your effort. And that support is the measure of the listening to them and incorporating their ideas.

Mr. Lawrence: As you may know, the TRPA has a number of Memorandums of Understanding with public and quasi-public agencies. If one of those MOU partners fails to comply with its obligation under the MOU, how would you handle the situation especially if the noncompliance could potentially interfere with the success of an important TRPA initiative?

Mr. Wardlaw: Not uncommon. I'll share this as an example - in San Diego County in the late 1990's, the California Department of Fish & Wildlife, the County, and the City, set up a multiple species conservation program. It was a leading program across the United States, and it was triggered by the identification of net catches of endangered species. That habitat conservation program became a fundamental building block that was geared to establishing a connected preserve for that species. In partnership with those agencies, it allowed the county to assemble land with them, to share financial resources management, and also allowed development projects to move through a kind of mitigation program.

It worked great for a very long time, and then in the mid-2000's, the relationship started to break down, and the agreement started to flounder. We actually reached a stalemate, and went our separate ways. I decided to reach out to my peers, and the Parks and Recreation Director and myself set up a regular meeting to rebuild that relationship so that we at the executive levels could support our staffs in solving the problems and disagreements. By having that emphasis on partnership, and understanding the value of the program and the project, we were able to get

everybody back to the table, and we became then much more amenable to listening to one another, and finding places where we still had mutual agreements.

We found that, over the years, the operational staff had lost their way about the terms and agreements, and understanding of what the agreement was really about. So, we rebuilt and re-committed, and it allowed us to then proceed with the establishment of our second of three habitat conservation programs.

Mr. Hicks: Why do you think you would be the right person for this job?

Mr. Wardlaw: That's the hardest question, and I've actually given great thought to that. I'll start on the soft side - my wife and I hike, we fish, we ski, and we love the outdoors. So, the place itself is very attractive to us. We really want to live as long as we can in a place that we love, so that's one piece.

The second piece is that I've spent a lot of time reviewing your documents - your vision, your initiatives, what you've accomplished, and where you're headed. I think that my particular background and experience is a very good fit for what you're trying to achieve. You have substantial work completed, your plans are in progress, and what I would bring is a deep experience in redevelopment - actually building projects. Whether it's infrastructure, parking facilities, affordable housing, mixed use, destination resort facilities. I know redevelopment, finance, and negotiations. I'm also extremely practiced in land development, and in the negotiation of complex projects.

I'm a critical thinker, I'm actually kind of visionary. I look at things with the understanding of environment, economics, getting that tenant into the space, preserving the character and actually strengthening the image of a particular community place.

I think that my management leadership experience is worthy. I've led large organizations, I've turned around organizations, and I have successfully coached and mentored many people.

For me, it's a dream place and a dream job.

Ms. Diss: Do you have any questions for us, or anything that you that you would like to add?

Mr. Wardlaw: I have two questions for you. First, is there anything in particular that's not expressed in the in-depth documentation that you provided about the position, that you would like to see, that's different than what you've seen in some of your previous executive directors. My second question is, is there anything else that you want to ask me that we haven't covered?

Ms. Gustafson: The questions we asked are reflective of the priorities and issues that the agency is facing and what we want to see in an executive director. I wouldn't say it's different, or apart from what we've seen with other leadership models. It truly is our priorities as of now, and where the agency is at.

Ms. Aldean: Just speaking for myself as a member of this board for every 20 years, I've seen an evolution occur over that 20-year term. I have served with multiple executive directors. Our last executive director took this agency in a different direction. It was the agency that everyone loved to hate, and we were a regulatory agency where we were perceived as heavy handed, even though in many cases we were just implementing the law and the rules that we were bound by. There's

been a huge culture change within the organization. TRPA is now well respected. I spoke with one of our staff members yesterday at the reception, and she said she's been working for the agency for a long time. She was wary about wearing anything that would identify her as a TRPA member when she went to the grocery store etc., because invariably somebody would lodge a complaint with her about an action taken by the Agency.

I think we've come full circle in that respect, but I don't describe this as a maintenance position. There are a lot of things that have been accomplished that I personally would like to have retained. That doesn't mean that there is not room for more innovation, so I think it is honoring what we've achieved, and sustaining what is worth being sustained. And then looking to the future with some more innovative and possibly experimental ideas.

Interview - Jeanie Ward-Waller

Ms. Gustafson: Welcome. You've found the hot seat. Nothing like having to interview in this larger group. Thank you so much for being interested in the position and for being here today and going through this whole entire process. We're thankful to have you here. Steve is going to start off with a few remarks and then we'll start our questions.

Mr. Worthington: Jeanie, thank you for being here. We have 50 minutes together. I'll be giving some time cues. There are 14 questions.

Ms. Gustafson: What are the motivating factors that made you apply for this position? What is your interest in Lake Tahoe and the Tahoe Basin?

Ms. Ward-Waller: First of all, Board, thank you so much for having me. I'm honored to have come so far in this process. I appreciate all your time and want to honor all your staff and partners' time. Yesterday's reception was really fun and gave me a sense of how important this role is to your team and the whole community. The job was recommended to me by some close friends. That always helps to start with a reference and a recommendation.

This is the kind of job that would be a good fit for me. I've spent the last ten years in Sacramento working at the state policy level trying to influence systems change, which has been incredibly rewarding and satisfying, but also a little bit disconnected from the work on the ground and serving communities directly, from seeing the impact of your work and how that comes to fruition. So, I was really intrigued by this role because it seemed much more directly connected to the communities in the Basin.

I also am a big fan of Tahoe. I've been coming up here regularly for ten years. I'm an athlete and outdoor adventurer, as are my two trail dogs. I have a deep love for the environment and the mountains. Perhaps most importantly, this job seems like a huge challenge, a chance for me to grow, to work with all of you, and learn about the state of Nevada. Some aspects of this job are areas that I do not have subject matter expertise. The bi-state Compact, the nature of the work this agency does is going to be a huge learning and growing experience for me. I love a challenge and don't shy away from complex issues.

Ms. Hill: If you've had experience working with a Board of Directors or similar governing body, how often and in what ways have you communicated, interacted with the directors in order to keep each member informed and engaged?

GOVERNING BOARD

October 26-27, 2022

Ms. Ward-Waller: I've worked with and helped staff a number of boards and commissions in different capacities in state government. I've also been on boards on non-profits on the other side of the table as well. What's really important is to build relationships and understand the individual members and their perspectives. Often boards are volunteer roles so it's important to understand what motivates each member to be part of the organization or agency. When I present to boards, I want to be able to recognize how the issues I'm presenting are relevant to individuals. I think that makes it more valuable and more personal. Also understanding the whole group, how you interact and build consensus, knowing what we're trying to achieve collectively.

Mr. Hoenigman: What priorities would you establish during your first six months as Executive Director? Your first year? Also, how would you define success for that first year?

Ms. Ward-Waller: I'm going to have a lot of learning to do. I would humbly spend a lot of time in that first six months getting to know all of you, the staff, the partners. There will be a lot of learning and relationship building. I would need to respect the expertise of those who've been in the work, so I think that would be my priority for the first six months.

For the first year, I would hope to be starting to understand the areas where there are opportunities to move the work forward. In talking to the partners and staff yesterday, transportation seems like an area where there's a big priority and an opportunity right now given that there's so much state money in California and Federal funding is flowing. I know that TTD and others are working on that already. I would want to lean in because I do have expertise there.

Also, housing and redevelopment of properties around the Basin is a huge pressure. Those would be the areas where I'd really want to focus. In the first year, I'd want to build some momentum around those issues. All of these issues touch climate change. It's probably the biggest pressure, and I recognize that in the Strategic Plan of the Agency. That would be a guiding light, those are urgent pressures. Having clear goals in what we want to achieve in the next five years. Also, building off the Strategic Plan. This all very much resonates with me in terms of what we want to be focused on.

Mr. Yeates: As the new Executive Director how would you assist the Agency in developing and framing a long-term vision and Strategic Plan?

Ms. Ward-Waller: I've done quite a bit of strategic planning. I think that this Agency does already have a strong Strategic Plan, so keeping that plan current and focused on the opportunities ahead seems really important. I don't anticipate doing a wholesale change to the plan, but rather focusing on what are the near-term priorities. What's important is bringing all the key voices, key partners, Board members, staff. Engaging a broad group, taking a look at communities that have been underrepresented in our process that we want to do targeted outreach to. Equity, affordable housing issues. Often the folks most impacted in those areas are not the ones who have opportunities to engage in those processes. So, I'd want to work with the staff to think about where we can go farther, do more. The staff would have a good sense of that, so I'd want to lean on their expertise.

Mr. Friedrich: Over the past few years Tahoe has experienced an explosion in tourism, second home ownership, traffic and congestion relating to recreational activities. What are your thoughts on managing sustainable recreation? Do you have experience as it relates to managing people and the environment?

GOVERNING BOARD

October 26-27, 2022

Ms. Ward-Waller: The first thing that comes to mind for me are the transportation issues related to the influx of folks coming to the Basin from around the region and around the mega-region. A lot of second homeowners have moved up here during the pandemic because of the flexible working options. I think that's a very important constituency to engage, to understand how having different travel choices might impact how they come to the Basin and move around when they're here, where they choose to stay while here.

From a transportation perspective I think there's a huge amount of opportunity there. I'd also want to engage the folks who have moved up here recently and are now residents, to understand their travel needs. There's no easy answer or one way. There has to be a comprehensive strategy, a suite of strategies to managing the influx of travelers and the impacts of that. Transportation has a huge impact on the environment, from greenhouse gas emissions to air quality to noise. I've spent the last ten years creating policy more supportive of sustainable transportation that provides a good quality of life, makes communities more livable, and also protects the environment and planet.

Ms. Conrad-Saydah: Please describe a situation in which you were able to build consensus among disparate parties including those who had been traditionally underserved.

Ms. Ward-Waller: The best example I can give in response to this question is my work as an advocate in Sacramento. I worked in two different roles: the Safe Routes to School Partnership, and also the California Bicycle Coalition Policy Director. In both of those jobs, I spent all my time building coalition. Advocates are only effective in Sacramento if you're working as a collective developing shared priorities.

A very specific example is building collective around Senate Bill 1, which is the increase to the gas tax, which passed in 2017. That was a two-year-plus effort to get that bill passed, so my work spanned that whole time. I was engaged in leading a coalition not just of transportation advocates, but environmental groups, environmental justice organizations, housing—a very broad coalition of partners across the state. We were very successful. We had as many as 100 groups at the peak of the campaign trying to stay on the same side of the legislature.

We were successful in getting a lot more public transit and transportation funding into that bill, which I'm very proud of. What we were not successful in was getting funding set aside for disadvantaged communities, which was a very important policy priority to our coalition. Because of that, we stayed opposed to the bill until the end, which was a really difficult position to take because we'd already succeeded in getting several of our priorities into the bill.

There were folks within our coalition that were divided. I was under a lot of pressure to support the bill. But we felt it was important to take what at the time was a strong equity position. I feel pretty certain that if we were having that conversation today with the national and statewide conversation around equity, it would be a different conversation.

Mrs. Cegavske: What is your experience in balancing the needs, wants, demands and differences inherent with multi-state, multi-county, multi-jurisdictional organizations with varying and often opposing public, private, governmental, environmental, political, and other advocacy interests?

Ms. Ward-Waller: I would say that all of my experience working in state government—at Caltrans, which has been the last five years of my career—really speaks to this. The state partnership advocacy at the national level working with other states, we often do through national organizations. California is an incredibly complex jurisdiction with 52 counties and 500 cities and

about that many transit agencies too. Balancing diverse interests when working at the state level is inherent in the job. It has been my role at Caltrans to really push change.

Caltrans is at a place where we're moving away from being an agency that's primarily focused on civil engineering and building big infrastructure. We still will do that, but we're moving towards managing the system much more effectively. How can we maintain the system we have and manage the impacts on climate and the environment? In my current role overseeing the Planning and Research and Multi-modal Programs, it's been my role to look to the future to see what kinds of changes need to be made and pushing that change at the policy level. Often, our partners, be they local agencies, private interests, environmental stakeholders, are not happy with the change. Change is hard. You're always going to have people on both sides. Balancing those needs and being open to listening to concerns and evolving and being flexible has been a huge part of my job and would be critically important in an Agency like TRPA as well.

Ms. Aldean: What is your experience in overseeing and managing an agency's financial health and how would you ensure that this agency remains financially strong?

Ms. Ward-Waller: The financial and budget side has been a big part of my job at Caltrans in my current role. I have five divisions that are in my portfolio and almost 600 staff now. I've been very involved in the budget especially as our workload has increased. Because of the Federal infrastructure bill there's been a lot of additional work that's come to Caltrans.

We not only implement a lot of Federal funds, but we support local agencies. We pass a lot of the Federal funds to the local agencies. We've been engaged in a very robust process of trying to get an accounting of the increased workload, working with our partners in the administration of the finance side to justify and increase the budget, increase the staffing to my program. In addition, I've been trying to put much better practices in place around tracking and accounting for the resources that we use today. We're a huge bureaucracy and we have many outdated systems for keeping track of our resources. We have 12 district offices across the state, which also have staff that get resourced through my program. Working with those offices, our board, the finance team, has been a huge amount of work to get our hands around the finance side.

Ms. Williamson: Can you please discuss your thinking about hybrid work schedules? If the Agency continues to offer remote working options, how would you manage staff, motivate them, and provide training and development opportunities?

Ms. Ward-Waller: I do think telework has in a lot of ways increased the quality of life for a lot of people. Having the ability to be at home, to not have to commute, to have more flexibility around childcare and all of the demands of life. In my current role, we did an employee survey before the pandemic and then again about a year in, and employee satisfaction had increased, largely because of telework.

What that told me is that we've got to keep it going and continue to give people that flexibility. There are some good things that attract people to government jobs, and there are some downsides. So, it's pretty hard to recruit. I heard that last night, that there are some real challenges to recruiting staff here at TRPA. Continuing to provide that flexibility is important. That said, there's a huge amount of value to being together in person. Being face to face, having difficult conversations—the nature of that is very different than when you're on Zoom. So, offering hybrid options—giving people the option to still be virtual but encouraging people to be in person—and maybe having one or two days a week where we schedule meetings on certain days.

GOVERNING BOARD

October 26-27, 2022

Maybe some people work more productively at home, or maybe some don't have a good office space at home. I'm not going to ask people to come in only to be in a cubicle on Zoom all day. That doesn't make sense. It needs to be logical and work for folks. Certainly, I'd want to talk to the team to see what works, and then work with the leadership staff to implement that.

Ms. Novasel: Please give us an example of how you would communicate and implement a major change in policy. Have you ever implemented a significant change that was difficult for staff? How did you handle it and what was the outcome?

Ms. Ward-Waller: At Caltrans, our Executive Team, which is about 25 people, over two years ago undertook a change to our approach to highway investment, which really was about, we can't keep expanding our system, we can't keep widening our highways, especially in areas that are most impacted by air quality, especially with displacement of homes and businesses and noise and all the impacts of the highway system on the environment. So, what are we going to do instead? Also, the policy mandates at the state level were requiring us to do this. We have to consider climate change, we have to consider VMT impacts.

It was something we had to do, but there were a lot of concerns about changing that, and a real lack of understanding about how to do it. That goes all the way down the chain of this agency of about 22,000 people. Making a change at the policy level in Sacramento only goes so far. You have to institute that change into all the policies, procedures, standards, practices of the agency, train your staff all the way down the line. Policy change is only the first step. It took us about 2 years of regular dialogues with the board, with our next-line managers, lots of wordsmithing, lots of, you know, how is this going to be received by different people? And also external engagement. Lots of partners and projects were impacted.

It takes decades to get a transportation project from planning to construction. Some of the biggest questions were around, how is this going to impact X, Y, Z project? The change is ongoing. Even after the policy approval, we continue to work on individual projects. You need to work towards buy-in. Some things you can do through mandates, this is the way it's going to be. But to really be successful long-term, you've got to create the buy-in. As with any big change, you're going to have folks who are already on board, you'll have folks who follow, and then you're going to have folks who are resistant. In some ways I think those changes are almost generational until they're fully adopted.

Ms. Faustinos: Sometimes land use decisions are controversial and disliked by some segments of the community. How do you engage a broad segment of the community in public policy to achieve equity? How do you handle controversy among community members and work to resolve this type of conflict?

Ms. Ward-Waller: Land use is incredibly hard. I've heard from speaking with some of you how land use issues can really bring folks out to speak to you about land use changes. Transportation projects can be incredibly controversial as well and people really come out and get fired up. I find that the individuals who are the most vocal are not necessarily going to be the folks who are the most impacted.

So, I love that your question focuses on equity. At Caltrans I've really been a strong champion for equity, making it part of our Strategic Plan, part of the values of our agency. I created the first Office of Race and Equity at Caltrans. It is growing, and I'm really proud of that work because I think it's really changing the focus of Caltrans. The engagement with folks who are underrepresented is a

GOVERNING BOARD

October 26-27, 2022

huge amount of additional work. We cannot do traditional public engagement, such as noticing a meeting the traditional way and expecting folks to show up and voice their concerns. That does not work for most people. It works for folks who have the most resources and are probably the loudest voices, but often that's a real minority of the community.

I think it's important to build relationships with community-based organizations that can reach folks that do not have the ability or time or capacity to engage. Sometimes that involves going door to door and talking to people in their neighborhood on their terms. It's a lot of additional work. To give an example, the transportation programs, both at the state and the Federal level, now are very focused on reaching communities that have been harmed by the transportation system. Because of that, the amount of work that my agency is doing is more than double the amount of work that we might traditionally do to engage.

You have to be very committed and bought in. I think it's really important to hear all of the voices and rely on community partners. I think one of the most important things for individuals that are not happy on an issue is to make space for them to be heard. To listen and be available, whether it's in a workshop, a more formal setting, or whether it's just giving them your email and phone number and asking them to email you their concerns and then make sure we're considering that. So just listening is a huge part, but often it does take bringing diverse viewpoints together to talk to each other across the table. Reaching consensus often means compromising on a position in a way that may not be what I'd originally hoped, so you have to be open to that. But the best decisions are where you can get diverse viewpoints to agree.

Mr. Lawrence: As you may know, the TRPA has a number of Memorandums of Understanding with public and quasi-public agencies. If one of those MOU partners fails to comply with its obligation under the MOU, how would you handle the situation especially if the noncompliance could potentially interfere with the success of an important TRPA initiative?

Ms. Ward-Waller: I think the path to handling it would certainly depend on the issue and the authority both of TRPA and the partner agency. I would want to start by meeting with that partner and understanding what went wrong, seeing if there's a way to pick up the pieces and resolve this without taking a harder path. I'm not sure if I have a good answer beyond that. I would assume that the MOU would speak to what would be the steps that we would take if either party was in violation with what our shared goals were. If necessary, taking some harder steps to enforce the agreement. I apologize that I don't know enough about the individual MOUs to know what that would mean. But certainly, starting with a softer path if possible and seeing if we can come to agreement.

Mr. Hicks: Why do you think you would be the right person for this job?

Ms. Ward-Waller: I am a very passionate person. I don't take on a role or a challenge without knowing that I can bring that to the work. From what I've learned about TRPA, you are looking for someone who is very passionate, who cares about Tahoe, who cares about the issues that you've prioritized. I would be that person. With that passion comes a real dedication to working incredibly hard. I've done that in all my previous jobs, particularly when I'm engaged in a mission that I deeply care about. I imagine that I would be one of the hardest-working candidates that you've interviewed. I bring a lot of experience to the job.

Transportation has been the focus the last ten years, but I've worked across sectors: at housing agencies, with environmental groups, environmental justice and equity organizations. I understand

GOVERNING BOARD

October 26-27, 2022

the intersecting nature of this organization's work and the incredibly complex issues we're trying to solve. I am a systems thinker. I like thinking about how we tackle issues from all sides. Some strategies don't work, so you have to continually evolve and be creative and nimble and I have a lot of experience with that. I think my experience working in a large agency would translate very well to this kind of environment where you've got both internal and external stakeholders that you've got to build relationships with and try to bring on board with your solutions.

Ms. Diss: Do you have any questions for us or anything that you would like to add?

Ms. Ward-Waller: What do you most value in your Executive Director?

Mr. Yeates: The questions and then part of your answers to the questions kind of fulfill what we're looking for. Our most recent Executive Director really upgraded both the staff and the way we operate, and we want to make sure that continues. Housing and Transportation is a big deal. Our Strategic Plan. We have a wonderful group of millennials that are working for us that are focused really hard on what is our role in the whole issue of climate adaptation. Also, Tahoe might be a neat place to say, hey, here you have a unique situation where two states are working together generally well, show that you can tackle some of these problems without all the noise that gets in the way.

Ms. Ward-Waller: What has the Agency achieved in your time that you're most proud of?

Ms. Aldean: The first thing that comes to mind, Jeanie, is the adoption of the Regional Plan update, and the updated Shoreline Plan. Those are two things that happened during my time on this board. We may have our differences ideologically. We may come from different places, have different experiences. But at the end of the day, we have a common mission, and that's the cohesion that holds us together as a board and enables us to work together for the common good.

Mr. Lawrence: I would add as a singular thing tackling the revision on the commodities, our transfer development right program. That was a huge lift. People invest in property and then they see that as their bundle of rights. Generally speaking, I think just the culture shift at the Agency. I have a little bit of a unique perspective because I moved to this area as an entry-level planner at TRPA. When I worked here, the thought was that the environment can be saved or protected or enhanced solely through regulation. If we just have enough rules in place, then everything will work out fine. That wasn't the case. The development of the Environmental Improvement Program really brought the partnership together. Trying to find additional resources to achieve our common goals. The Agency and the leadership has become more aware, maybe just through trial by fire, how fragile the relationships can be when you're talking two states and multiple local governments, particularly in a heightened partisan political atmosphere. I'm always aware that things are good now but in three weeks they can change. The Agency has become more flexible and nimble and forward-looking.

Ms. Ward-Waller: I just want to thank you again. It's been a real honor and truly a pleasure to go through this process. I was not sure how it was going to go with the very public nature of it, but I really appreciate the time and the chance to meet all of you. Everyone has been so kind, and it's given me a strong sense of the Agency and the culture. I am very intrigued and excited about this role. I hope, if given a chance, that I will embrace the work of this Agency, and I look forward to the potential opportunity to work with you all in the future.

Public Comments & Questions on Interviews:

Scott Lindgren, Fire Chief, Tahoe Douglas Fire Protection District, Chair of the Multi-Agency Coordinating Group, President of the Northern Nevada Fire Chiefs Association along with Lake Tahoe Regional Fire Chiefs has spent over 30 years related to the Basin, from Cal Fire prior to his commitment now. He's very impressed with the process and the candidates. He read the packets on the candidates and there's a very tough decision to make. He wanted to put a plug in for Ms. Regan. She's local who they've worked with for a long time and understands the issues here in the Basin. She already has established relationships with all of them that she works with on a regular basis and great communicator and cooperator.

Ms. Navarro, Watershed and Water Quality Program Manager at TRPA. She was the staff representative on the Executive Director Ad Hoc Committee. Selecting a new executive director is an important decision for staff and they appreciated the opportunity to provide their feedback through direct interviews with staff members, staff participation on the panel interviews, and comments following yesterday's reception. Thank you for including staff in the process.

Mark Bruce said he's appreciated the presentations. He mentioned that relationships are critical, knowing stakeholders, building trust, understanding the history of the basin, understanding regulatory framework of TRPA and it's basin partners, and timing right now is all critical. Selecting someone who is ready to hit the ground running is critical. He respectfully suggested that they select someone that is capable of doing that. The Board is extraordinarily thoughtful and will be very proud for whatever the selection is and thanks everyone for all of their hard work.

Ms. Gustafson received a message wanting to call your attention to the many letters of recommendation that the Board has received about Ms. Regan from Senator Feinstein, Congressman Amodei, former Governing Board Chairs, Casey Beyer and Mark Bruce, and two past employees.

Mr. Worthington said they gave all of the candidates a final opportunity to provide letters of recommendation by Monday of this week. They then placed all the letters into the packets on Tuesday morning. If they looked in the packets last week, they weren't there but were there after Tuesday morning.

- Deliberation

Mr. Worthington asked the Board members to identify their top two candidates on the ballots distributed.

Mr. Worthington said if a person was the number one candidate it was valued at four points and the number two candidate was valued at three points.

Becky Bradley = 16

Julie Regan = 51

Mark Wardlaw = 6

Jeannie Ward-Waller = 29

Individual votes:

Alexis Hill – 1) Jeannie Ward-Waller 2) Julie Regan

GOVERNING BOARD

October 26-27, 2022

Vince Hoenigman – 1) Jeannie Ward-Waller 2) Julie Regan
Bud Hicks – 1) Julie Regan 2) Mark Wardlaw
Sue Novasel – 1) Julie Regan 2) Jeannie Ward-Waller
Jessica Diss – 1) Becky Bradley 2) Julie Regan
Barbara Cegavske – 1) Julie Regan 2) no candidate named
Hayley Williamson – 1) Julie Regan 2) Becky Bradley
Cindy Gustafson – 1) Jeannie Ward-Waller 2) Becky Bradley
Shelly Aldean – 1) Julie Regan 2) Becky Bradley
Jim Lawrence – 1) Julie Regan 2) Becky Bradley
Wes Rice – 1) Julie Regan 2) Mark Wardlaw
Belinda Faustinos – 1) Julie Regan 2) Jeannie Ward-Waller
Bill Yeates – 1) Jeannie Ward-Waller 2) Julie Regan
Ashley Conrad Saydah – 1) Jeannie Ward-Waller 2) Julie Regan
John Friedrich – 1) Julie Regan 2) Jeannie Ward-Waller

Board Comments & Questions

Ms. Conrad-Saydah said she didn't vote for Becky Bradley but thought she was an excellent candidate. Ms. Conrad Saydah said she ultimately weighted regional experience. She was excellent, and valued her time and had a lot to contribute.

Mr. Yeates agreed with Ms. Conrad-Saydah's and Mr. Bruce's comments. He thinks the process that was proposed worked out. When Ms. Marchetta announced that she was stepping down and how they dealt with that, they ended up going through a difficult process but there were four good candidates who presented themselves really well. He liked the presentation last night. He proposed by acclamation that they all agree that Ms. Regan be the new Executive Director.

Mr. Yeates made a motion to appoint Ms. Regan as the Executive Director.

Mr. Hicks said he would vote yes if he could vote and encouraged his fellow Board members to do so. All of the candidates were superb. It was very difficult to make this decision. Obviously, Ms. Regan has a knowledge and information that wasn't available to the other three candidates. That comes from her years of experience not only with the Agency but with the partners and the issues in the basin gave her an automatic leg up in his opinion. That made it difficult for the other three individuals. They were all excellent and none of them should feel bad about this and anyone of them would have done an excellent job for TRPA and all of the citizens of Nevada and California.

Mr. Friedrich thanked everyone who went through this process. It's not easy to go through this public process. Kudos for everyone for having the courage and interest to do this. From the votes, there were strong candidates with different views. He supports the motion and added that Ms. Ward-Waller was a strong second and certainly brought some strong views of tackling some of the issues and views on how those could be addressed. He wished they could have another position. He hopes that she continues to keep her eye on Tahoe and look for ways to bring that expertise. Let's face it, we can do better on transportation, housing, and climate and she made a good case for moving the ball on those issues.

Ms. Diss echoed what a lot of the other members have said. As a Nevadan with a background in Nevada state government she acknowledged that the Open Meeting Law is challenging to work with and commended all of the candidates for undergoing a very public interview process necessitated by our transparency rule. It's not easy and appreciated it and am grateful that there

GOVERNING BOARD

October 26-27, 2022

was such a wonderful selection of candidates to choose from.

Ms. Aldean said one of the advantages to having his open meeting process is that anyone tuning in to these interviews might have some wonderful prospects for openings in their own organizations.

Ms. Conrad-Saydah said there were certain things that each of candidates brought up that would be great to share with Ms. Regan. All the candidates brought something to the table and prospective that would be really helpful. They heard different emphasis on equity, inclusion, meeting with staff, and some great ideas they talked about with the strategy sessions that Ms. Bradley spoke about. There were some great nuggets out of the interview process and might be nice to bring those forward in their first conversation with Ms. Regan.

Ms. Hill thanked the search committee. This process blew her mind and has never seen such a well ran search. She thanked the chair and vice chair for being amazing and are lucky to be under their leadership. She's excited to embark in this next phase of TRPA. She appreciated everyone's hard work and the consultants work with them.

Ms. Novasel said ditto. She thought last night was wonderful and has never done that process of actually meeting the candidates and having that informal conversation. It was very helpful and pointed out that all four of them were excellent candidates. Kudos to everyone.

Ms. Williamson agreed with what everyone has said. This was a humbling experience, sitting in a room with clear leaders interviewing for this position. She learned things from them in just the hour that they spent with the Board. What an opportunity for them as a Board to listen to each other on some of these questions they asked and not just talking to Ms. Regan, but what they want to see and how they want to keep engaging. This is a really good point to check in with each other as they have this new chapter open. Thank you to the candidates and everyone involved.

Ms. Gustafson said kudos to staff, Mr. Marshall, Mr. Hester, and Ms. Atchley who helped through this entire process. The reception was great. Thank you to Mr. Worthington and Mr. Moore for their leadership and the thoroughness of the process, the vetting, the candidates from far and wide and the quality of the candidates. Thanks to all of the staff who participated in the panels and who assisted in the arrangements for the past two days. Incredible thanks to the panelist, a lot of people gave up a lot of time to participate in this process and provided valuable input to the Board. Only spending one hour with each of the candidates isn't enough to make a decision of this magnitude, it takes a lot of various input. Thank you to the incredible candidates. She wanted pieces of everyone's background and experience to this Board because we have a lot of challenges ahead. There's pieces from each one that brought new thinking, ideas, and strategies that we can incorporate and learn from. Thank you to the Board because it's been a grueling two days and it's weighed heavy on all of them to make this decision because they are not just making it for ourselves, we are making it for the staff, the community, and the future.

Mr. Hester thanked Ms. Aldean as chair of the Ad Hoc Search Committee.

Ayes: Ms. Aldean, Mrs. Cegavske, Ms. Conrad-Saydah, Ms. Diss, Ms. Faustinos, Mr. Friedrich, Ms. Gustafson, Ms. Hill, Mr. Hoenigman, Mr. Lawrence, Ms. Novasel, Mr. Rice, Ms. Williamson, Mr. Yeates

Motion carried.

GOVERNING BOARD
October 26-27, 2022

III. PUBLIC INTEREST COMMENTS

None.

IV. ADJOURNMENT

Mr. Yeates made a motion to adjourn.

Ms. Gustafson adjourned the meeting at 3:40 p.m.

Respectfully Submitted,

A handwritten signature in cursive script that reads "Marja Ambler".

Marja Ambler
Clerk to the Board

The above meeting was recorded in its entirety. Anyone wishing to listen to the recording of the above mentioned meeting may find it at <https://www.trpa.gov/meeting-materials/>. In addition, written documents submitted at the meeting are available for review. If you require assistance locating this information, please contact the TRPA at (775) 588-4547 or virtualmeetinghelp@trpa.gov.