



MEMO

Date: September 27, 2022  
To: Ad Hoc Executive Director Search Committee  
From: TRPA Staff  
Subject: Recruitment for TRPA Executive Director

Steve Worthington with the Prothman Company will be presenting information on applicants who have applied and that he has interviewed for the Executive Director position and will provide recommendations on the candidates he believes have the skills, expertise and experience needed to move forward to the next level.

To provide context in terms of what Prothman considered in their evaluation of the candidates, attached is the job posting/description. Criteria used by Prothman during the selection process can be found on pages 3-5. A candidate sourcing summary is also attached for your review.

Additionally, attached is a word cloud of those words most referenced from the survey that was sent to APC members, internal staff and community stakeholders. Below is the overall summary from the survey.

Please note that the committee will be asked to provide input on who should be invited to participate in the community interview panel(s) in October. Attached is the list of all those who were invited to participate in the survey for your review and consideration.

**TRPA Stakeholder Survey Draft Summary**

100 surveys emailed out.

Question #1 Self-identified relationship to TRPA. (Not yet compiled)

*Question #2 Soft skills identified.*

76 soft skills had one mention  
12 soft skills had two mentions  
4 soft skills had three mentions  
4 soft skills had four or more mentions.  
5 soft skills had 5 or more mentions

Collaborative 12

Communication	10
Listener	10
Strategic	7
Flexible	5
Humble	4
intelligent	4
passionate	4
supportive	4
Big Picture Thinker	3
Honest	3
open minded	3
values employees	3
Compassionate	2
Critical Thinker	2
emotional intelligence	2
empathy	2
Engaging	2
Genuine	2
integrity	2
knowledgeable	2
leadership	2
Positive	2
respectful	2
Transparent	2

*Question #3 "In your view, what one skill should the new Executive Director for TRPA work to master?"*

- Collaboration (4 responses)
- Purpose
- Collective Impact
- Visionary Leadership
- Open Communication
- Treat employees fairly and equitably.
- How to generate political support for the bold changes needed to truly protect the environment and our community in these times of climate change and wealth disparity.
- Building bridges between people, organizations, and ideas.
- External partnership builder
- Impartial
- See the forest through the trees
- Collaborator
- Mission
- The ability to set aside any ego or self-perpetuating agendas and collaborate and partner with others
- The ability to use staff's input to accurately summarize technical issues, informing their and the board's decision-making process

- I think the new ED should master mutual respect for agency staff and partners. I would like the ED to value existing employees instead of prioritizing new hires and show compassion and understanding in the work we do. I also think continuing our agency's collaborative culture is critical.
- Lead from behind
- Systems thinking
- Able to maintain a calm and professional demeanor at all times regardless of the circumstance
- Knowing the communities in which TRPA operates
- Advocate for and secure long-term, sustainable funding for the agency to hire, retain, and competitively compensate staff (including competitive benefits and retirement) and implement our programs.
- being able to recognize and execute on when to hold firm, when to let go, when to delegate
- relationship building
- moving toward consensus; not afraid to tackle hard issues
- Togetherness/Partnership/Connection, genuinely with all stakeholders
- Relationship building with all.
- Innovative
- Have a humble attitude in regard to the TRPA's history and openness to the future.
- Team builder for both staff & Board/committees
- leadership
- Integration of local entity priorities. Work to develop decisions from the bottom up as opposed to the top down.
- Flexibility - it's built into the culture and also the nature of our work. One has to be willing to put a lot of work towards something only to be flexible when circumstances change last minute.
- Collaborative
- Transformational Change

Attachments



# TAHOE REGIONAL PLANNING AGENCY

Nevada

## EXECUTIVE DIRECTOR

**\$181,342 - \$295,874**

*Plus Excellent Benefits. Salary is dependent on qualifications.  
TRPA appointments generally do not exceed the midpoint of the salary range.*

Apply by  
**September 11, 2022**  
*(First Review, Open Until Filled)*

***PROTHMAN***

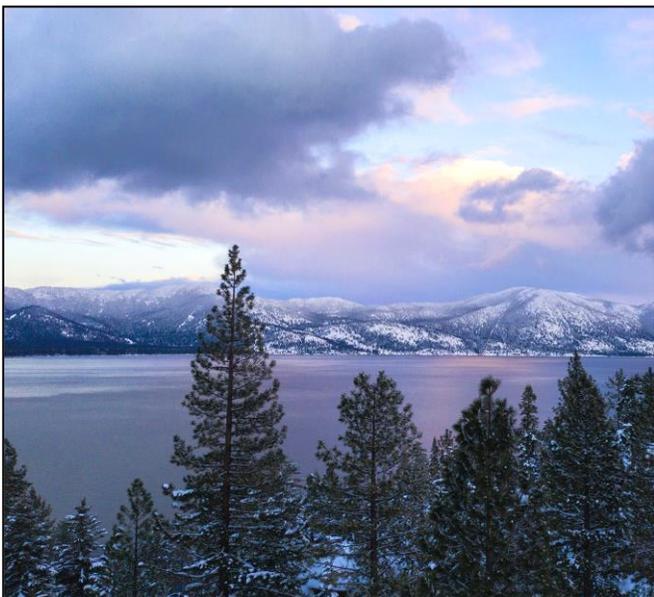


**THE REGION**



Nestled in the breathtaking Sierra Nevada mountains, the communities around Lake Tahoe are an adventurer’s paradise. At 6,200 feet above sea level, the region is home to some of the best winter sports, water sports, bike trails, family fun and nightlife in the US. Primarily known for its nearby world class ski resorts and beautiful beaches, the Stateline, Nevada/South Lake Tahoe, California area has no end of activities for young and old alike.

Residents and visitors can spend the day hiking in beautiful state parks such as Van Sickle Bi-State Park and Nevada’s Lake Tahoe State Park or adventure along the 165-mile-long Tahoe Rim Trail. In addition, water sports including kayaking, boating, jet skiing, fishing and other water activities abound in the summer months. The region also boasts multiple outstanding outdoor destinations, like Yosemite National Park and the Black Rock Desert, in both California and Nevada. Other activities in the area include golfing, swimming, biking, horseback riding, backpacking, and camping. For winter activities, there are a total of seven ski resorts that surround the entire Lake Tahoe area. The closest ski resort, just adjacent to the TRPA offices, is Heavenly Mountain Resort. Easily accessible through Heavenly Village, the mountain resort offers skiing, snowboarding, ice skating, tubing, and a scenic 2.4-mile gondola ride.



For those looking for more relaxed activities, Stateline, Nevada is home to four hotel casinos and a new events center that offer concerts, sporting events, gaming, amazing restaurants, and more. Take in the nightlife and performances at the events center and hotel-casinos or enjoy plays and concerts in unparalleled outdoor venues like the Sand Harbor State Park amphitheater.

The region is served by U.S Highway 50 and Interstates 80 and 580 which connect with Sacramento and San Francisco to the west and Carson City and Reno, Nevada to the east. It is an easy commute from the Carson City and Reno areas, allowing residents to appreciate Tahoe’s benefits while providing a greater choice of places to live. The Reno airport is one hour away, and the San Francisco Bay area with its attractions is a three-hour drive.

**THE AGENCY**

The Tahoe Regional Planning Agency (TRPA)—created in 1969 by a Compact between the states of Nevada and California, then ratified by the U.S. Congress—protects and restores the environment of Lake Tahoe. The Agency is the nation’s first and oldest Bi-State regional environmental authority. TRPA is a one-of-a-kind organization, not purely federal, state, or local, but a unique hybrid organization. The Agency works at the intersection of private and public interests to protect and restore Lake Tahoe, its environment, and its communities for generations to come.

The Long Range and Transportation Planning Department is responsible for the Lake Tahoe Regional Plan with five mandated elements including unique authority for integrated land use and transportation planning; a Permitting and Code Compliance Department that processes permits, performs inspections, and ensures code compliance for activities ranging from commercial and residential development, to tree removal, to compliance with near shore boating regulations; an Environmental Improvement Department responsible for coordinating restoration programs to implement the Regional Plan primarily through the Region's Environmental Improvement Program; and a Research & Analysis Department responsible for maintaining science and monitoring information, reporting on progress and accomplishments in achieving regional planning goals, and for the Agency's geographic information system, permitting software, and document management.

Included as part of its transportation planning authority, TRPA serves as the federally designated Metropolitan Planning Organization for the Tahoe Region. The Tahoe Metropolitan Planning Organization (TMPO) was created in 1999 to coordinate transportation planning and financial programming of transportation funding in the Lake Tahoe Region in a comprehensive and inclusive process. The Tahoe Region's Environmental Improvement Program is implemented through a network of nearly 100+ organizations which collectively and collaboratively implement the management measures, programs, and plans to achieve the compact's requirements as reflected in the Regional Plan.

The Agency is governed by a 15-member Governing Board, with seven elected or appointed members from each state, California and Nevada, and one non-voting representative appointed by the President of the United States. TRPA employs 65 FTEs and has a budget of \$22.5 million in revenue, and \$23.3 million in expenses due to a carryover and bond funding.



The Lake Tahoe Region, and TRPA's jurisdiction, covers more than 500 square miles. Portions of five counties and an incorporated city share Lake Tahoe's shoreline and environs, creating a patchwork of jurisdictional and unique community values that TRPA was created to meld into a cohesive regional planning and implementation framework. Nearly 60,000 people live in the region, and the regional economy is grounded in outdoor recreation and tourism. The most recent estimate of visitation tops 15 million people annually. The lake has been designated an Outstanding National Resource Water under the Federal Clean Water Act—making it not only the crown jewel of the Sierra, but also a national and international treasure.

### THE POSITION

Under the direction of the Governing Board, the core role of the Executive Director will be to lead others in how to preserve and protect the integrity and harmony of the environmental, economic, and social values of the Region and to integrate responsible and accountable human use into the environment in a sustainable way. The ideal candidate will have a passion for landscape scale conservation and restoration programs, and be a dynamic, visionary, strategic thinker who appreciates the need for teamwork and collaboration. The successful candidate will be politically astute with excellent communication and interpersonal skills necessary to build and maintain effective relationships. They will support and engage staff, while providing positive, motivational leadership to all groups of individuals.

For a full job description and to view the full scope of responsibility for the position, please view the attachment found [here](#) or on [www.prothman.com](http://www.prothman.com).



**OPPORTUNITIES & CHALLENGES**

**Work with the Governing Board to:**

- Develop priorities, a work plan, and a budget and keep them informed of ongoing progress and staff accomplishments.
- Strengthen board relationships to create an effective and cohesive governance team.
- Represent staff and organizational needs to ensure a sustainable and effective Agency.

**Make strategic decisions regarding organizational operations and human resources to reflect board direction and the importance of TRPA’s role in the region by:**

- Developing attainable/sustainable work plans.
- Developing both retention and succession plans.
- Leading by example and recognizing that staff will simulate the work style of leaders.
- Creating budget sustainability with ongoing revenues that are predictable, including:
  - Resolving the funding gap for salaries and benefits.
  - Managing work plans and fostering work habits to avoid burnout and manage workloads appropriately.

**Lead, organize and manage environmental investment by:**

- Building strong relationships with leaders in over 100 organizations in Tahoe and the surrounding region.
- Determining the priorities of other entities and integrating/coordinating them with TRPA priorities.
- Leadership of the Tahoe Interagency Executive Committee.
- Partnership development for all entities.



**THE IDEAL CANDIDATE**

**Education & Experience:**

Candidates must have a bachelor’s degree in planning, public policy, public administration, or a related field, and 10+ years of related experience with increasing responsibility as a senior executive or manager. A graduate degree is preferred.



**Necessary Knowledge, Skills, and Abilities:**

- Experience working with a Board of Directors to build achievable goals that will take the agency to the next level of success.
- Political acumen and sensitivity to be effective within a broad range of interests.
- Candidates must understand their role as the Chief Executive Officer and balance their position as an ‘employee’ of the Board with that of being the ‘head coach’ for the staff and the ‘advocate/liaison’ to the community.
- Excellent executive leadership skills.
- The ability to ensure future focused strategic planning is in place through the utilization of data driven decisions and industry best practices.
- Strong financial acumen and solid experience in budgeting and long-range financial planning.
- Exceptional written and oral communication skills which will be used to clearly communicate the policies and strategic vision to staff and citizens in a clear and concise manner.
- The ability to lead by example, setting the standard for all members. The ideal candidate will have a strong and confident presence, be a good listener, be accessible, and understand the importance of maintaining close and consistent communication with staff.

- While confident, the Executive Director will subordinate their own ego, and easily give credit for accomplishments to partners, staff, and the Governing Board.
- A track record for delivering results, building accountability for staff at all levels and creating a positive working environment characterized by teamwork and innovation.
- The ability to communicate with community members on a timely basis regarding the mission, needs and goals of the organization.
- The ideal candidate will be a proven leader who people will follow and trust. This person will be accountable and committed to respecting and preserving important TRPA policies, practices, and culture, while also stimulating needed change and progress.
- The ability to confidently represent the partnerships and the unique interests that TRPA stands for, and a passion for the preservation and restoration of Tahoe's environment.

### COMPENSATION & BENEFITS

- **\$181,342 - \$295,874 DOQ.** Typical TRPA appointments generally do not exceed the midpoint of the salary range.
- 27 days of Paid Time Off (PTO) per year for personal time off, with step increases up to 35 days after sixteen years of employment.
- 10 days of management compensation time-off (MCTO) to be used annually. If the selected candidate starts on 1/1/23 they will receive 40 hours of MCTO immediately and 8 hours of floating holiday.
- 13 days of paid holidays annually.
- Employer Paid Life Insurance and Short-Term Disability Insurance.
- Long-Term Disability Insurance (Voluntary and paid by employee).

- Group Health Insurance. The Agency contributes 100% of employee only coverage (and subsidized dependent coverage) for Medical (PPO, HSA), Dental, and Vision Care Plans. There is a cost share for adding dependent/spouse coverage or higher priced plans.
- Money Purchase Pension Plan. In lieu of Social Security, the Agency contributes a dollar amount equal to 8% of the employee's annual salary toward retirement. This plan has immediate participation and 100% vesting. The agency contributes an additional 5.54% to a supplemental 401(a) plan.
- 457b Deferred Compensation Retirement Plan (Voluntary).
- Medical and Dependent Care Flexible Spending Accounts (Voluntary).
- Flexible work schedules, including options for remote/hybrid work.
- TRPA is a Dog Friendly office. Bring your dog to work!
- TRPA has a WorkFlex Policy in place and all employees currently working remote/hybrid.
- Negotiated relocation expenses and hiring bonus.

**For more information on the  
Tahoe Regional Planning Agency,  
please visit:**

**[www.trpa.gov](http://www.trpa.gov)**



The Tahoe Regional Planning Agency is an Equal Opportunity Employer. All qualified candidates are strongly encouraged to apply by **September 11, 2022** (first review, open until filled). Application materials will only be accepted electronically. To **apply online**, go to **[www.prothman.com](http://www.prothman.com)** and click on "Open Recruitments", select "**Tahoe Regional Planning Agency, NV – Executive Director**", and click "**Apply Online**", or click [here](#). Resumes, cover letters and supplemental questions can be uploaded once you have logged in.



**[www.prothman.com](http://www.prothman.com)**

371 NE Gilman Blvd., Suite 310  
Issaquah, WA 98027  
206.368.0050

# TAHOE REGIONAL PLANNING AGENCY

## EXECUTIVE DIRECTOR

### CANDIDATE SOURCING SUMMARY

#### Advertisements were placed with the following:

- American Planning Association
- APA - California Chapter
- APA – Nevada Chapter
- National Association of Regional Councils  
*(also included in eRegions newsletter)*
- Association of Metropolitan Planning Organizations
- Network for Landscape Conservation
- California Landscape Stewardship Network
- The Stewardship Network
- Center for Natural Resources & Environmental Policy, University of Montana
- Center for Large Landscape Conservation
- Municipal Management Association of Southern California
- Municipal Management Association of Northern California
- Western City - League of California Cities
- International City/County Management Association (ICMA)
- Careers in Government  
*(job is also posted on LinkedIn and Facebook; job is marketed through social media network including Twitter, Facebook, LinkedIn, and Instagram, job also appears on other job boards including Glassdoor, ZipRecruiter, Jobs2Careers, NEXXT, Appcast, Talroo, and posted on a network of 8 diversity websites)*
- LinkedIn *(boosted outreach: 3,103 people reached, 68 link clicks)*
- Facebook *(1,730 people reached, 76 link clicks)*
- The Job Board
- Prothman's Facebook page
- Prothman's LinkedIn page
- [www.prothman.com](http://www.prothman.com)

#### 977 announcements were mailed to executive directors, municipal managers/administrators, and senior planning professionals at selected cities, counties, councils of government, MPOs, RTPOs, special purpose districts, and local government associations in the following states:

Alaska	Iowa	Nebraska	South Carolina
Alabama	Indiana	Nevada	South Dakota
Arkansas	Kansas	New Hampshire	Tennessee
Arizona	Kentucky	New Jersey	Texas
California	Louisiana	New Mexico	Utah
Colorado	Maine	New York	Virginia
Connecticut	Maryland	North Carolina	Vermont
Delaware	Massachusetts	North Dakota	Washington
Florida	Michigan	Ohio	Washington, D.C.
Georgia	Minnesota	Oklahoma	Wisconsin
Hawaii	Mississippi	Oregon	West Virginia
Idaho	Missouri	Pennsylvania	Wyoming
Illinois	Montana	Rhode Island	

Outreach emails were sent at intervals during the advertising period, totaling approximately 29,280

28 applications were received

**Advisory Planning Commission (~21, depending on vacancies at time of survey)**

- a. **Brendan Ferry – Chair**  
El Dorado County Representative  
924 B. Emerald Bay Road  
South Lake Tahoe, CA 96150  
Phone: (530) 573-7905  
[brendan.ferry@edcgov.us](mailto:brendan.ferry@edcgov.us)
- b. **Jennifer Carr – Vice Chair**  
Nevada Division of Environmental Protection  
Representative  
901 S. Stewart St., Suite 4001  
Carson City, NV 89701  
Phone: (775) 687-9302  
[jcarr@ndep.nv.gov](mailto:jcarr@ndep.nv.gov)
- c. **Ellery Stahler**  
Nevada Division of State Lands Representative  
901 S. Stewart St., Suite 5003  
Carson City, NV 89701  
Phone: (775) 684-2711  
[estahler@lands.nv.gov](mailto:estahler@lands.nv.gov)
- d. **Hilary Roverud**  
City of South Lake Tahoe Representative  
1052 Tata Lane  
South Lake Tahoe, CA 96150  
Phone: (530) 542-6010  
[hroverud@cityofslt.us](mailto:hroverud@cityofslt.us)
- e. **Jason Drew**  
El Dorado County Lay Member  
P.O. Box 1760  
Zephyr Cove, NV 89448  
Phone: (775) 588-2505  
Fax: (775) 588-2607  
[JDrew@ncenet.com](mailto:JDrew@ncenet.com)
- f. **Susan Chandler**  
City of South Lake Tahoe Lay Member  
P.O. Box 8528  
South Lake Tahoe, CA 96158  
Phone: (530) 318-3000  
[susankesslerchandler@gmail.com](mailto:susankesslerchandler@gmail.com)
- g. **Crystal Jacobsen**  
Placer County Representative  
775 North Lake Boulevard  
P.O. Box 1909  
Tahoe City, CA 96145  
Phone: (530) 581- 6251  
[cjacobse@placer.ca.gov](mailto:cjacobse@placer.ca.gov)
- h. **Judith Simon**  
Washoe County Lay Member  
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Crystal Bay, NV 89402

Phone: (775) 832-5178  
[judymike@mac.com](mailto:judymike@mac.com)

- i. **Kevin Hill**  
Carson City Lay Member  
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Phone: 775-450-1332  
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- j. **Ben Letton**  
Lahontan Regional Water Quality Control Board Representative  
2501 Lake Tahoe Blvd.  
South Lake Tahoe, CA 96150  
Phone:(530) 542-5436  
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- k. **Eric Young**  
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- l. **Sam Booth**  
Douglas County Representative  
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- m. **Heather Ferris**  
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- n. **Kevin Drake**  
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- o. **Garth Alling**  
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Zephyr Cove, NV 89448  
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- p. **Eric Guevin**  
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**Entire TRPA staff (~65, depending on vacancies at time of survey)**

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Dennis	Zabaglo	dzabaglo@trpa.gov

**Representative stakeholders (17):**

LTFAC/League to Save Lake Tahoe ED (Darcie Goodman-Collins)

Darcie Collins, Chief Executive Officer

Keep Tahoe Blue

[darciecollins@keeptahoeblue.org](mailto:darciecollins@keeptahoeblue.org)

Office: 530-541-5388

US/LTBMU Forest Supervisor (Erick Walker)

Erick Walker, Forest Supervisor  
Lake Tahoe Basin Management Unit  
[Erick.walker@usda.gov](mailto:Erick.walker@usda.gov)  
Office: 530-543-2600

CA/CTC (Jane Freeman)

Jane Freeman  
California Tahoe Conservancy  
[Jane.freeman@tahoe.ca.gov](mailto:Jane.freeman@tahoe.ca.gov)  
530-542-5580

NV/Division of State Lands (Charlie Donohue)

Charlie Donohue, Administrator  
[cdonohue@lands.nv.gov](mailto:cdonohue@lands.nv.gov)

Local Government Representative (Joe Irvin)

Joe Irvin, City Manager  
City of South Lake Tahoe  
[jirvin@cityofslt.us](mailto:jirvin@cityofslt.us)

Science Council Representative (Bob Larsen or Sudeep Chandra)

[robert.larsen@resources.ca.gov](mailto:robert.larsen@resources.ca.gov)

Washoe Tribe (Serrell Smokey or designee)

[serrell.smokey@WashoeTribe.us](mailto:serrell.smokey@WashoeTribe.us)

Chamber (Steve Teshara)

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Tahoe Prosperity Center ED (Heidi Hill Drum)

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Tahoe Fund ED (Amy Berry)

[aberry@tahoefund.org](mailto:aberry@tahoefund.org)

LRWQCB Executive (Mike Plaziak)

Mike Plaziak, Executive Officer  
Lahontan Regional Water Quality Control Board  
[Mike.Plaziak@waterboards.ca.gov](mailto:Mike.Plaziak@waterboards.ca.gov)

TTD GM (Carl Hasty)

Carl Hasty  
Tahoe Transportation District  
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Placer County Business (Samir Tuma and Andrew Ryan)

[Samir@KilaProperties.com](mailto:Samir@KilaProperties.com)

Incline Village (Andy Chapman)

Development and Real Estate

Lewis S. Feldman – representing South Tahoe Alliance of Resorts

Feldman Thiel, LLP

Office: 775-580-7431

Cell: 775-742-2188

Email: [lew@fimmtahoe.com](mailto:lew@fimmtahoe.com)

Sharon Kerrigan, RCE, ePro

Executive Vice President

South Tahoe Association of REALTORS

e: [sharon@staor.org](mailto:sharon@staor.org) | o: 530.541.7007

Jenny Reese

Vice President

Carrara Nevada

775.762.2966

[jenny@carraranv.com](mailto:jenny@carraranv.com)

Tourism (Carol Chaplin)

listener

critical thinker

emotional intelligence

self awareness

communication

strategic

stress management

team player

business friendly

supportive

collaborative

passionate value employees

integrity

genuine intelligent

team builder

relationship builder

big pictures thinker

situational awareness