



OPERATIONS WORK PLAN

Tahoe Regional Planning Agency

FY 2020-2021



Acknowledgements

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This document was last updated on 6.15.20.

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Operations Work Plan Overview

This Work Plan first outlines the role of the TRPA Operations divisions and programs in addressing:

- The mandates in the Bi-State Compact that created the TRPA.
- The mandates as the designated Metropolitan Planning Organization for transportation and the Regional Transportation Planning Agency for the Lake Tahoe Basin.
- The strategic direction provided by the TRPA Governing Board.

With this as a foundation, this document then provides an overview of the role of the operations work plan, each strategic initiative, and organizational structure. That is followed by more detailed information for each of the Operations divisions.

Bi-State Compact Mandates

The Bi-State Compact that established TRPA requires the Governing Board to adopt Threshold Standards (1) and a Regional Plan and Code (2) to achieve and maintain the Threshold Standards it has adopted. The transportation planning mandate in the Compact is also addressed through the federal and state transportation planning mandates discussed below.



The Bi-State Compact also mandates implementation of the Regional Plan through adoption and administration of ordinances, rules, and regulations, as well as the inclusion of projects, proposals, and time schedules for implementation. Thus, like many Federal, state and local government plans, the Lake Tahoe Regional Plan is implemented through both regulatory actions such as development and redevelopment permitting and compliance (3) and through projects and programs (4) that are funded predominantly by the public through various implementation partners with significant private sector participation (i.e., the Environmental Improvement Program).

Federal and State Transportation Planning Mandates

Federal law established the Tahoe Regional Planning Agency Governing Board, with the addition of a representative from the US Forest Service, as the Metropolitan Planning Organization (MPO) Governing Board for the Lake Tahoe Region making it responsible for the regional transportation plan, transportation improvement program, and federal transportation grants administration. In recognition of the significant visitor population in the Lake Tahoe Region it also designated the Tahoe MPO as a large MPO. This designation has increased both the level of federal funding and MPO responsibilities.

California law requires all MPOs to prepare a sustainable community strategy (SCS) along with the regional transportation plan (i.e., the RTP/SCS). California law also designates MPOs as the Regional

Transportation Planning Agency (RTPA) for their respective areas of jurisdiction in California, increasing funding to the region (e.g., funding for transit agencies like TTD and Placer County to implement the RTP/SCS and associated transit plans). TRPA is able to effectively address the dual Compact and Federal/State transportation planning mandates through preparation and update of the RTP/SCS. TRPAs unique land use planning and permitting authority also allows it to holistically address the relationship between land use and transportation.

Role of the Operations Work Plan

This Work Plan, highlighted by a different color in the graphic below, includes a description of the strategic initiatives that follow. It also provides a view of the same information through the lens of the core activities which are assigned to the Operations divisions and their staff members as described in later sections of this document. The Operations Work Plan is, in part, implemented through the Annual Budget which allocates financial resources to carry out the annual program of tasks and activities. It is

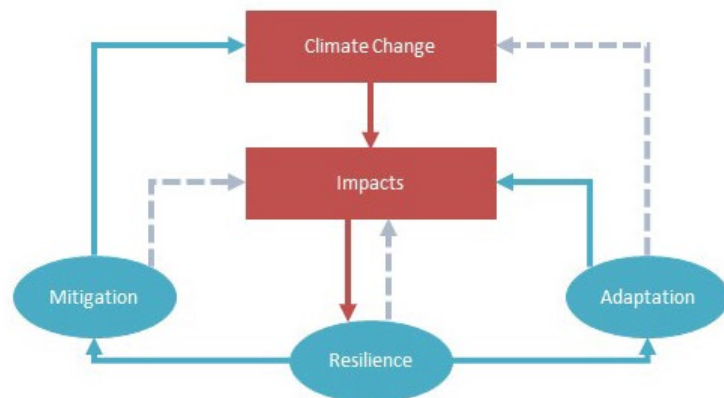


also implemented through the efforts and support of the executive, legal, external affairs, finance, and human resources functions in the Agency which are not included in this document

Building Resiliency. Climate Change and Sustainability Strategic Initiative

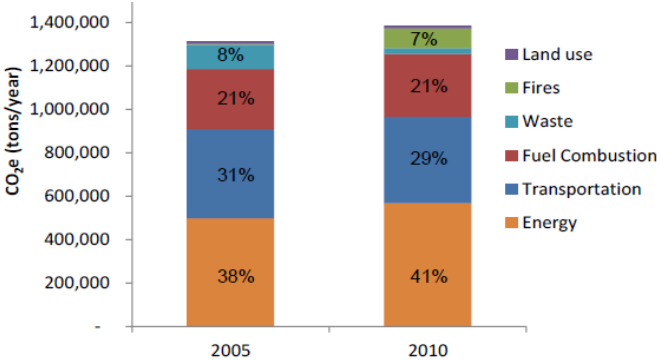
Strategic Initiative Description: TRPA and its partners in the bi-state Lake Tahoe Region have long been recognized as leaders in sustainability. A significant new environmental threat, one that many believe will affect sustainability of the entire planet, has emerged: climate change. The Lake Tahoe Basin is already experiencing the direct impacts of climate change. These include rapid change to the ecological composition of our natural environment, more severe and frequent hazard events, retreating snowpack, and socio-economic shifts (such as fluctuation of trends in visitation). Climate change directly impacts the ability of TRPA and regional partners to achieve and maintain thresholds and will cause major disruptions to the region’s economic, social, and ecological systems. The major components of this initiative are described in more detail below.

- **Sustainability Planning Framework** – The graphic below depicts the framework for climate change planning. It includes climate change and its impacts (red squares and solid red lines); the three plan components that need to be addressed: mitigation, adaptation, and resilience (blue ovals); and the relationships between these. The relationships include direct causal relationships, like adaptation actions such as hardening infrastructure to reduce impacts from flooding (solid blue lines), relationships where there is an impact, like more extreme weather events which cause more intense storms and greater flooding (solid red lines), and secondary connections, such as increasing resiliency which will not necessarily lessen impacts but will increase the ability to respond to and recover from those impacts (grey dashed lines).



Climate action begins with **mitigation** of climate change itself in order to reduce impacts (i.e., reduction of greenhouse gases). **Adaptations** are pro-active changes to natural or human systems in response to climate change impacts that cannot be avoided (e.g., revising building codes, building flood defenses). Finally, **resilience** is the ability to prepare, plan for, absorb, and recover from extreme climate impacts when they occur (e.g., work to make forests more resilient to fire, insects, and disease).

- **Previous Sustainability Planning and Related Activities** – In 2013, a greenhouse gas inventory and future projections were completed for the Tahoe Region. This inventory found that generation of electricity, transportation, and fuel combustion for heating and cooking are the top three emissions sources in the Region and constitute 90% of all emissions. The completion of this inventory led to the creation of the Lake Tahoe Sustainable Communities Program, a multi-sector collaborative funded by the Strategic Growth Council, and the national award-winning **Sustainability Action Plan** in 2014.



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The Action Plan outlined a comprehensive regional approach to reducing greenhouse gas emissions and adapting to climate change (mitigation and adaptation). The Action Plan received Sacramento Section, California Chapter and National awards from the American Planning Association in 2014 and 2015. To date, basin partners have implemented nearly 76% of actions identified in the Action Plan. Other components of the Sustainability Program included an Economic Development Strategy and supported implementation of the Regional Plan through creation of the initial version of the Area Plan Framework.

In addition to the successful implementation of many of the components of the Lake Tahoe Sustainability Program, other notable inputs and changes in relevant climate change policy and information since 2014 include:

- **State of California and Nevada climate change mandates and reduction goals (SB32, SB375, Executive Order B-55-18; Executive Order 2019-22)** – Recognition and commitment by both states to reduce greenhouse gas emissions.
- **Truckee Basin Study, Bureau of Reclamation (2015)** – Report analyzing impacts of climate change on water supply for the Truckee River Basin.
- **Water for the Seasons (ongoing)** – Study by Desert Research Institute to address impacts identified in Truckee Basin Study.
- **California Fourth Climate Change Assessment (2018)** – Included more localized analysis of impacts of climate change on regions of California, including the Sierra Nevada.
- **Tahoe Basin Vulnerability Assessment (2020)** – Completed by the California Tahoe Conservancy, downscaled science from the 4th Assessment to analyze specific climate change impacts to the Tahoe Basin.
- **Tahoe Climate Adaptation Action Portfolio (2020)** – Ongoing CTC project to highlight current adaptation actions in the Tahoe Basin.
- **Tahoe Science Advisory Council Science To Action Plan** – Ongoing work to assess summer-winter clarity trends and identify actions to address findings.

Strategic Initiative Process: The outcomes from the four-phase process will be updates to the Sustainability Action Plan, Regional Plan, Regional Transportation Plan, and Environmental Improvement

Program. In total these will comprise a cohesive set of bi-state regional strategies that will result in climate mitigation, adaptation, and resiliency. These updates will build on the recent climate studies mentioned above, consider best science and planning practices, and involve a variety of stakeholders and the public. Implementing plans and projects addressing climate mitigation, adaptation, and resilience are also included under other initiatives, particularly Restoration Blueprint: The Environmental Improvement Program and Keeping Tahoe Moving: Transportation and Sustainable Recreation. The four phases included here are:

- **Phase 1: Establish Stakeholder Engagement Process, Define Project Scope, and Collect Baseline Information**
 - **Stakeholder collaboration and public engagement** – Develop stakeholder engagement strategy to reengage partners and stakeholders around climate action and development of updated Action Plan.
Timeline: Ongoing
Final Deliverable: Stakeholder group with charter and work plan, public outreach plan
 - **GHG and carbon sequestration inventory** – The first step in updating the Sustainability Action Plan is understanding our current emissions and progress in reducing those emissions since 2014. Funding for this task has been secured through a California Tahoe Conservancy grant of \$100,000. In addition to understanding emissions, this task will calculate the amount of carbon stored in the Region’s natural lands. These data will produce the first estimated carbon neutrality equation for the Region. Specific outcomes are:
 - Updated GHG Inventory with future projection scenarios
 - Carbon sequestration estimate of Tahoe’s natural landscape
 - Stakeholder outreach and engagementTimeline: Completion December 2020
Funding: \$100,000 Secured
Final Deliverable: Updated GHG Inventory Report
 - **Sustainability Action Plan update (July – August)** – This includes update and clean-up of existing sustainability action plan documents
Timeline: September 2020
Funding: Staff Time
Final Deliverable: Updated documents
- **Phase 2: Review best practices and complete risk analysis on known climate change scenarios**
 - **Landscape review: science, planning, best practices** – This will be a review of best practices for climate action including science, planning, and implementation.
Timeline: September 2020
Funding: Staff Time
Final Deliverable: Climate Action White Paper

- **Water quality** – Work with the Tahoe Science Advisory Council to incorporate the findings of the summer-winter clarity review to refine our understanding and modeling of the drivers of clarity.
Timeline: Ongoing
Final Deliverable: Updated lake clarity model

Future Phases:

- **Phase 3: Identify and Prioritize Mitigation, Adaptation, and Resiliency Actions**
- **Phase 4: Environmental Review; Update Sustainability Metrics; and Code, Policy, and Plan Amendments**

FY 20/21 Strategic Initiative Activities: During the next fiscal year, the tasks listed below will be completed. They are also referenced in the responsible division performance measures table.

Task (Division)	Recommendation Body(ies)	Target Date	Approval Body	Target Date
Stakeholder/Project Team Established with Signed Charter and Work Plan (LR&TP)	N.A.	N.A.	N.A.	8.31.20
Sustainability Action Plan Update and Detailed Progress Report (LR&TP)	N.A.	N.A.	GB	12.16.20
Completed GHG Inventory (LR&TP)	N.A.	N.A.	GB	4. 28.21

Keeping Tahoe Moving: Transportation and Sustainable Recreation Strategic Initiative

Strategic Initiative Description: This strategic initiative includes the following activities:

- The **2020 Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS) update** which will include a collaboratively developed implementation plan for enhanced and free transit, support closing trail gaps, new travel technology and pilot projects, and include expanded and updated travel demand management.
- The **Bi-State Consultation on Transportation** will, through an updated Transportation Action Plan, establish a shorter-range, bi-state, regional consensus on project priorities and a funding strategy with fair share contributions from all sectors.
- **Sustainable Recreation Planning** will address the significant and growing impact of recreational visitors through the Sustainable Recreation Working Group and its collaborative planning process.
- **Corridor plans** will complement both the RTP/SCS update and sustainable recreation planning. The corridor plans include the SR 89 Corridor Trail Feasibility project, the Main Street Management Plan which is a component of the US 50 South Shore Community Revitalization Project, continuation of the SR 28 Corridor Plan work, and kick-off of the east shore US 50 Corridor Plan which will provide more geographic detail and associated project and funding priorities.
- **Ongoing technical improvements** in transportation-related forecasting, modelling, project level analysis, and updating of the air quality mitigation fee will be made based on newer sources of data

and updated methodologies. This will primarily be carried out using an ongoing technical advisory committee approach with an expanded and enhanced version of the current Model Working Group.

- **Implementation activities**, such as coordination of project development from multiple jurisdictions, recommended project selections for existing and new grant programs, and providing feedback on MPO financial programming will be accomplished through an ongoing collaborative process involving the implementing organizations (e.g., State departments of transportation, regional agencies, county and city public works departments, etc.). The implementation recommendations from this advisory committee will be provided to both the TRPA Environmental Improvement Program, Transportation, and Public Outreach Committee and the TRPA Governing Board.

Strategic Initiative Process: The initiative activities and respective processes for recommendation and approval are summarized in the table below. In addition, Sustainable Recreation Planning will eventually include updating recreation thresholds, and technical improvements will also be made to transportation monitoring, performance measures, and thresholds, and measures will be updated. These activities are both clearly related to this strategic initiative but are included in the separate *Measuring What Matters: Thresholds and Monitoring Update* strategic initiative.

Strategic Initiative Activity	Recommendation and Approval Process					
	Transportation Technical Advisory Committee (TTAC)	Transportation Implementation Advisory Committee (TIAC)	Environmental Improvement, Transportation, and Public Outreach (EIPTPO) Committee	Regional Plan Implementation Committee (RPC)	Tahoe Transportation Commission (TTC)	TRPA/TMPO Governing Board (GB)
RTP/SCS			•	•	•	•
Bi-State Transportation Action Plan		•	•			•
Sustainable Recreation Planning trails plan update to Active Transportation Plan		•	•		•	•
Corridor plans		•	•		•	•
Technical recommendations (development forecast, project level analysis tool, air quality mitigation fee update, model update)	•			•		•
Implementation recommendations (grant program administration, coordination of projects, etc.)		•	•			•

FY 2020/2021 Strategic Initiative Activities: During the next fiscal year, the tasks listed below will be completed. They are also referenced in the responsible division performance measures table.

Task (Division)	Recommendation Body(ies)	Target Date	Approval Body	Target Date
Final forecast (R&A)	TTAC	6.30.20	N.A.	N.A.
EIP transportation projects list (LR&TP)	TIAC	6.30.20	EIPTPO	7.22.20

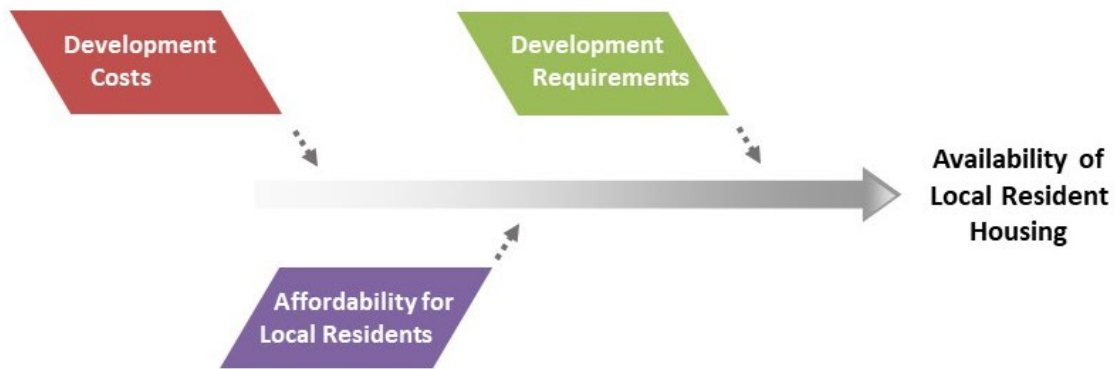
SR 89 Corridor Plan (LR&TP)	EIPTPO TTC APC	6.24.20 8.14.20 8.12.20	GB	9.23.20
RTP/SCS update (LR&TP)	TTC APC EIPTPO	11.13.20 11.11.20 11.18.20	GB	11.18.20
Main Street Management Plan	TTD	10.9.20	GB	11.18.20
Project-level analysis tool (LR&TP)	TTAC APC RPIC	9.20 11.14.20 11.18.20	GB	11.18.20

Corridor plans for the continuation of SR 28 (Sand Harbor to Spooner Lake) and US 50 East Shore will be completed after FY 20/21. Future TTAC tasks include the air quality mitigation fee and transportation model updates. Future TIAC tasks include updating of the transportation improvement program and EIP.

Tahoe Living: Housing and Community Revitalization Strategic Initiative

Strategic Initiative Description: Identification and implementation of region-wide strategies that most effectively deliver the affordable-achievable housing identified in the Regional Plan and Regional Transportation Plan/Sustainable Communities Strategy. This strategic initiative includes the following activities:

- **Formation of the Housing and Community Revitalization Working Group (HCRWG)** to be comprised of local government representatives of the Advisory Planning Committee (APC), Governing Board members, and key stakeholders. The public and others active in housing issues in the Basin will be invited to attend HCRWG meetings and contribute to the discussion. The HCRWG will meet approximately monthly, at the end of the regularly scheduled APC meetings, and will bring recommendations to the Local Government and Housing Committee, Regional Plan Implementation Committee, and Governing Board.
- With the HCRWG, agree on goals, objectives, additional needed research and analysis, performance metrics, and timing of policy recommendations.
 - Utilizing the housing needs identified through the Tahoe-Truckee Workforce Housing Needs Assessment, the South Shore Housing Needs Assessment, California’s Regional Housing Needs Assessment (RHNA) for Tahoe jurisdictions, and Placer County housing need forecasts, assess housing needs for the entire Tahoe Basin, including Washoe County.
- Building on the South Shore Housing Action Plan and Mountain Housing Council Policy Papers and using the TRPA’s Housing Model and Transportation Model, quantify effectiveness of recommended strategies, identify additional strategies, and prioritize strategies.
- Develop recommendations for TRPA Governing Board approval. Recommendations may include TRPA policy changes and/or recommendations for further partnering on collaborative strategies.



Strategic Initiative Process: The initiative activities and respective processes for recommendation and approval are summarized in the table below. Any new performance metrics that may be identified will be integrated into the separate *Measuring What Matters: Thresholds and Monitoring Update* strategic initiative.

Strategic Initiative Activity	Recommendation and Approval Process				
	Housing and Community Revitalization Working Group (HCRWG)	TRPA Advisory Planning Committee (APC)	Local Government and Housing Committee (LGHC)	Regional Plan Implementation Committee (RPIC)	TRPA Governing Board (GB)
Formation of Working Group		Approval			Approval
Goals, Objectives, Research, Performance Metrics, Timing	Approval		Informational	Informational	Informational
Prioritized Strategies	Approval		Informational	Informational	Informational
Recommendations	Recommendation	Recommendation	Recommendation	Recommendation	Approval

FY 2020/2021 Strategic Initiative Activities: During the next fiscal year, the tasks listed below are anticipated to be completed. They are also referenced in the responsible division performance measures table. The target dates are tentative, subject to additional timing recommendations by the Working Group.

Task (Division)	Recommendation Body(ies)	Target Date	Approval Body	Target Date
Designation of Working Group (LR&TP)	N/A		GB APC	6.24.20 7.08.20
Goals, Objectives, Performance Metrics, Timing (LR&TP; R&A)	Housing and Community Revitalization Working Group (HCRWG)	8.12.20	N/A	
Research Needs (LR&TP; R&A)	HCRWG	9.9.2020	N/A	

Draft Priority Strategy list (LR&TP)	HCRWG	12.9.2020	N/A	
Final Priority Strategy list (LR&TP)	HCRWG	2.10.21	N/A	
Policy Recommendation #1 (LR&TP)	HCRWG APC/LGHC RPIC	5.12.21 6.9.21 7.14.21	GB	7.28.21

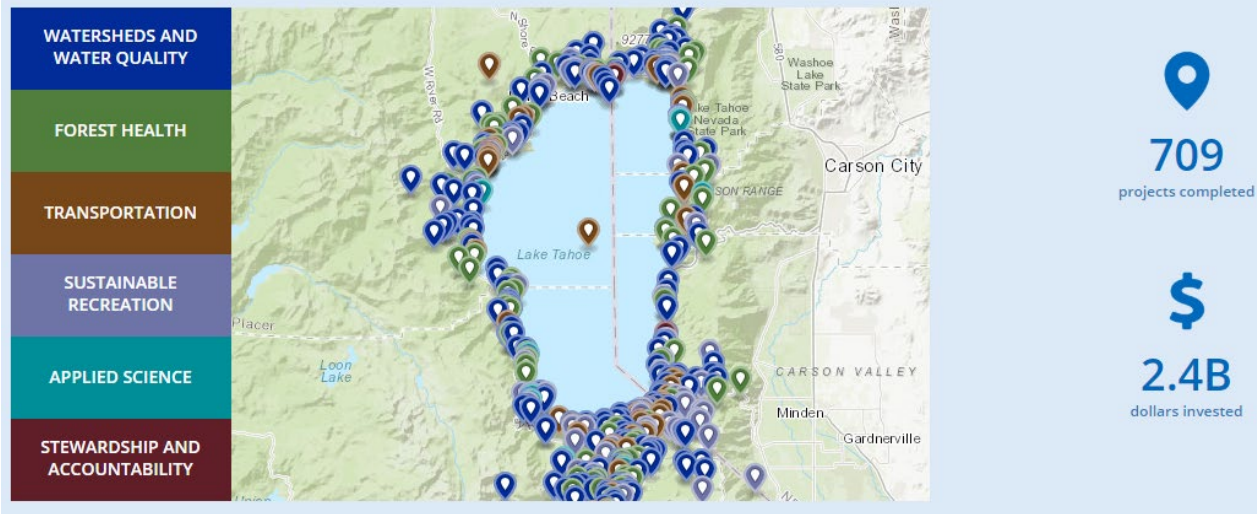
Restoration Blueprint: Environmental Improvement Program Implementation Strategic Initiative

Strategic Initiative Description: This strategic initiative includes the following activities:

- **Add climate adaptation and community revitalization projects to the EIP.** While the EIP partnership has strong agreement on the core focus areas of the EIP that have been established for more than a decade, the approach for including new topics such as climate adaptation and community revitalization must be addressed. The Tahoe Interagency Executive Committee will convene to further this conversation and find solutions on how these new programs are recognized and embraced in a rapidly changing environment.
- **Support implementation of priority Forest Health projects such as Lake Tahoe West.** TRPA staff initiated review and updates to Chapter 61 of TRPA Code in FY20 and will complete this process in FY21. Development and review of the joint Lake Tahoe West environmental analysis is also ongoing in FY20/21.
- **Implement AIS Control Action Agenda Priorities.** TRPA will lead and complete the environmental review of the Tahoe Keys AIS Control Methods Test. TRPA will also initiate two new top priority control projects.
- **Focus on area-wide stormwater projects.** TRPA will lead the development of a collaborative multi-benefit green infrastructure plan in the Ski Run Area.
- **Seek additional funding sources for implementation.** The EIP has a track record of leveraging myriad funding sources to implement programs and projects. TRPA will continue to seek out new sources to diversify EIP funding opportunities.

Strategic Initiative Process: The EIP is implemented by nearly 80+ partner organizations and operates under a collaborative governance structure. Most deliverables within this strategic initiative will be reviewed and approved through EIP Working Groups and the Tahoe Interagency Executives (TIE) Steering Committee.

EIP OVERVIEW | BASIN-WIDE IMPROVEMENTS



FY 2020/2021 Strategic Initiative Activities: During the next fiscal year, the tasks listed below are anticipated to be completed. They are also referenced in the responsible division performance measures table.

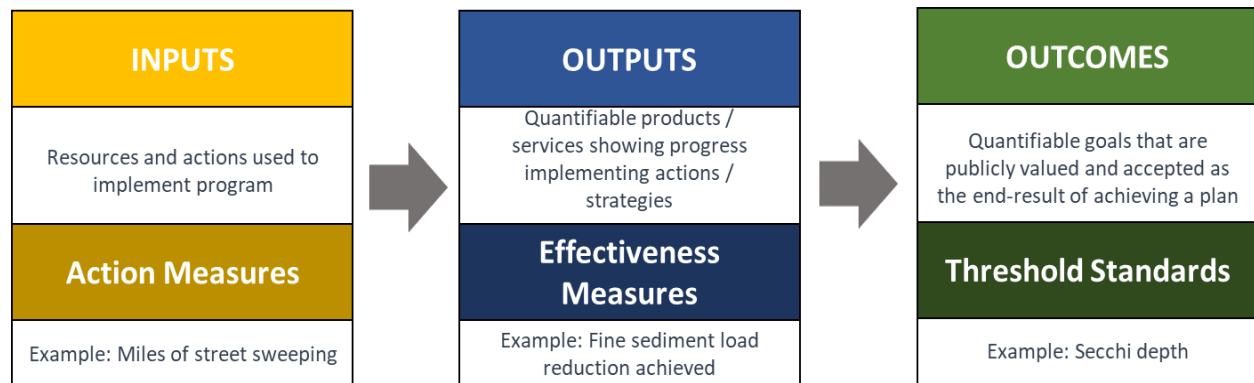
Deliverable (Division)	Recommendation and/or Collaboration Body(ies)	Target Date	Approval Body	Target Date
Updated EIP Action Priorities/Program Areas (EI)	TIE SC EIP Committee	6.30.21	TIE SC	6.30.21
Updated 5 year EIP List (EI)	TIE SC EIP Committee	6.30.21	N.A.	N.A.
Updated TRPA Code Chapter 61 & Lake Tahoe West EIS review (EI)	Forest Health Committee RPIC	6.30.21	GB	6.30.21
Completed Tahoe Keys EIS (EI)	N.A.	N.A.	GB	3.30.21
Completed Ski-Run Mountain to Marina green infrastructure plan (EI)	EIP Stormwater Quality Improvement Committee EIP Committee	6.30.21	N.A.	N.A.
New funding source acquired (EI)	TIE SC	6.30.21	N.A.	N.A.

Measuring What Matters: Thresholds and Monitoring Update Strategic Initiative

Strategic Initiative Description: This multi-year, multi-phase initiative focuses on how the partnership is collecting, analyzing, and applying information to support better decisions that accelerate environmental improvement. The initiative’s scope includes not only review of the threshold standards that establish our ultimate goals, but also updating the suite of performance measures we use to assess project, program, and plan effectiveness. The initiative will touch every aspect of regional planning and

implementation from transportation, to water quality, to forest health, to ensure that in each, decision making is supported by the best available data and analysis.

The aim of this initiative is to implement a simple reporting structure, recommended by the Tahoe Science Advisory Council, and previously endorsed by the Tahoe Interagency Executives Steering Committee (TIE-SC) and TRPA Governing Board. The structure emphasizes the need to integrate three types of information to paint the complete picture of what we are doing and why: inputs, outputs, and outcomes.



Inputs capture what we did, the number of projects completed, miles of highway retrofitted, acres restored, and are necessary to track to show that actions are being taken. Outputs are measures of the effectiveness or the impact our actions had. What was the water quality benefit gained from a mile of street sweeping? How much did the acre of treatment reduce the AIS population? How much did the acre of forest treatment reduce wildfire threat? Did the code amendment result in more affordable housing units? Finally, the outcomes are our desired goals. Outcomes are the threshold standards that motivate all our actions: a clear lake, a healthy forest and a vibrant community. The structures adopted by the TRPA governing board and for the EIP are natural complements to one another. They firmly establish the threshold standards as our ultimate goals and shared vision, and EIP performance measures that track what we are doing to achieve those goals, and the impacts and outcomes our actions have.

The initiative will ensure that TRPA and the Tahoe Basin partners are individually and collectively measuring what matters and provide stakeholders, from funders to the general public, with the information they need to make informed decisions about the future of the Region. The initiative will reestablish Tahoe as global leader and a model to which others aspire.

This strategic initiative includes the following activities:

- Review and updating of threshold standards
- Review and updating of Environmental Improvement Program (EIP) performance measures
- Review and updating of Regional Transportation Plan (RTP) performance measures

Strategic Initiative Process:

Strategic Initiative Activity	Recommendation and Approval Process						
	Tahoe Science Advisory Council (TSAC)	Threshold Update Initiative Stakeholders Working Group (TUISWG)	Transportation Technical Advisory Committee (TTAC)	Tahoe Interagency Executives Steering Committee (TIE-SC)	TRPA Advisory Planning Commission (APC)	TRPA Regional Plan Implementation Committee (RPIC)	TRPA Governing Board (GB)
EIP PM Framework Guidance				●			
EIP Water Quality PMs				●			
TRPA Water Quality Thresholds	●	●			●	●	●
TRPA SEZ Restoration Threshold		●			●	●	●
TRPA VMT Threshold			●		●	●	●
RTP Performance measures			●				●

FY 2020/2021 Strategic Initiative Activities: During the next fiscal year, the tasks listed below will be completed. They are also referenced in the responsible division performance measures table.

Task (Division)	Recommendation Body(ies)	Target Date	Approval Body	Target Date
EIP Performance Management Framework Guidance (R&A)	TIESC	6.4.20	N.A.	6.4.20
EIP Water Quality Performance Measures (R&A)	TIESC	11.5.20		11.5.20
Water Quality Thresholds (R&A)	TSAC TUISWG APC RPIC	7.16.20 8.12.20 9.9.20 9.23.20	GB	10.28.20
SEZ Restoration Threshold (R&A)	TUISWG APC RPIC	1.14.20 2.10.21 2.24.21	GB	3.24.21
VMT Threshold (R&A)	TTAC TUISWG APC RPIC	10.14.20 10.14.20 11.11.20 11.18.20	GB	12.16.20
RTP Performance Measures (R&A)	TTAC APC RPIC	10.14.20 11.11.20 11.18.20	GB	12.16.20

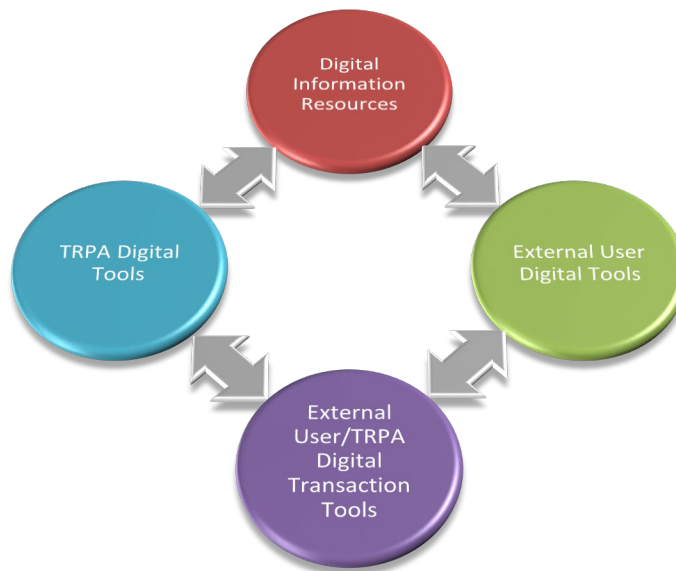
Digital First Initiative: Innovation Initiative

Strategic Initiative Description: This initiative recognizes the key agency opportunity to address external events, technology changes, and pursue continuous improvement. It involves significantly improving the ability of the Agency to provide services in a “digital first” way, including:

- Rethinking TRPA’s technology, systems, people, and processes to proactively reimagine how we do what we do, what we track, how we tell the TRPA story.
- Use new technology for the public and customers to obtain information (e.g., parcel records, project files) and submit information (e.g., permit applications and associated records) online, interact with staff through mobile devices and virtual meetings.
- Drive efficiency through automation, innovation, and creativity in how we operate, and continue the transformation into a more connected, streamlined, efficient, and paperless agency.
- TRPA will use digital technology and data management practices to solve problems, simplify how we find, analyze, and share information, how we collaborate internally and externally.

Strategic Initiative Process: An organization-wide transformation as envisioned with this initiative will necessarily be phased over multiple years. The graphic below provides a framework for the activities in each division that will work together to implement this initiative.

- **Digital Information Resources** include all types of data from mapped information (e.g., GIS data) to case files (e.g., development applications and permits), to tabular numerical data (e.g., vehicle miles traveled), to images (e.g., EIP project photos).



- **External User Digital Tools** are online and mobile tools that allow the external user to utilize digital information resources and/or to prepare information for a transaction with TRPA. For example, an online version of the TRPA Code could be used with digital information on allowed land uses (e.g., an online GIS land use map from an adopted area plan) and then used with an online application for the type of permit identified in the Code for that land use (e.g., an online special use permit application). LT Info is an example of a tool external users can employ to access information on EIP projects, parcel information, current science and monitoring data, etc.

- **External User/TRPA Digital Transaction Tools** are the online and mobile tools both the external user and TRPA staff use for transacting with each other. One of the most common examples is permitting software which handles multiple transactions. Typically these tools can be used to make all or most of the transactions in the permitting process digital by allowing the user to submit an application online, staff to provide online responses, users to check the status of their application and provide additional information if needed online, staff to issue a permit online, applicants to schedule site inspections online, etc. Examples of other digital transactions include requests for information, conducting webinars and public meetings online, purchasing and billing, etc. These tools should use and update digital information resources (e.g., update case files and development rights inventories, track deed restrictions, etc.).
- **TRPA Digital Tools** are used internally for support of different TRPA functions by allowing the internal user to utilize or generate digital information resources and/or to prepare information for a transaction with an external user. For example, the Geographic Information System (GIS) is used to build and maintain spatial data. Often the spatial data are a part of the Agency's Digital Information Resources (e.g., parcel maps that are available online) and are used by both internal and external users. TRPA now uses scanning and image storage software for all case files and that information is used in a similar manner. Mobile inspection apps are another tool that is used to generate digital data. Other tools like the project level transportation impact analysis tool being developed in partnership with Placer County will be used to analyze the impacts of proposed development and redevelopment projects. That information will then be used in permit review transactions with the applicant. The suite of transportation models is another example of these types of digital tools.

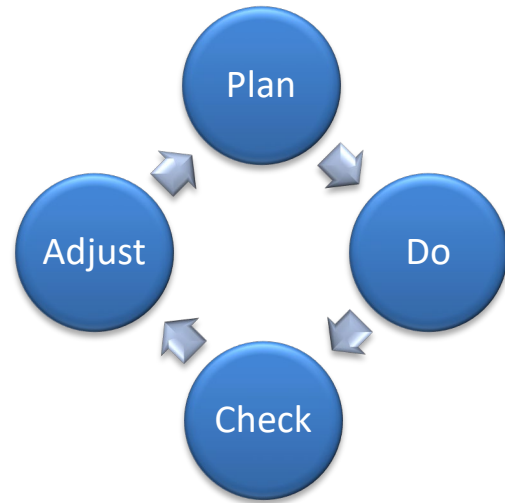
FY 2020/2021 Digital First Internal Initiative Activities: During the next fiscal year, the tasks listed below will be completed. The activities of each division are summarized below.

- **Long Range and Transportation Planning Division** - As key part of the Digital First Initiative, the Long Range Planning Program staff will take responsibility for a code modernization effort that will result in a more user-friendly digital code with features like linked graphics and explanatory videos, the ability to link to the code from a GIS map with regulatory zones, the ability to use code information to populate applications, etc.
- **Current Planning Division** - Current Planning is the lead for the land capability verification system improvements and will be working in partnership with the Long Range and Transportation Division and the Research and Analysis Division to create the online parcel-level development information component of the Digital First Initiative.
- **Environmental Improvement Division** – As the Environmental Improvement Program is updated and as any changes to the subject areas included in the Program are made as part of the EIP Implementation Strategic Initiative, the EI Division will take the lead and work with the Research and Analysis Division to continue upgrades to LT Info and the EIP project tracker to improve project tracking, public transparency and partner engagement.
- **Research and Analysis Division** – As the lead for this initiative, the Research and Analysis Division will partner with other divisions, modify their core activities to align with this initiative where

necessary, and set the strategic direction and priorities for future components of the Digital First Initiative working in conjunction with appropriate stakeholders.

Organizational Structure

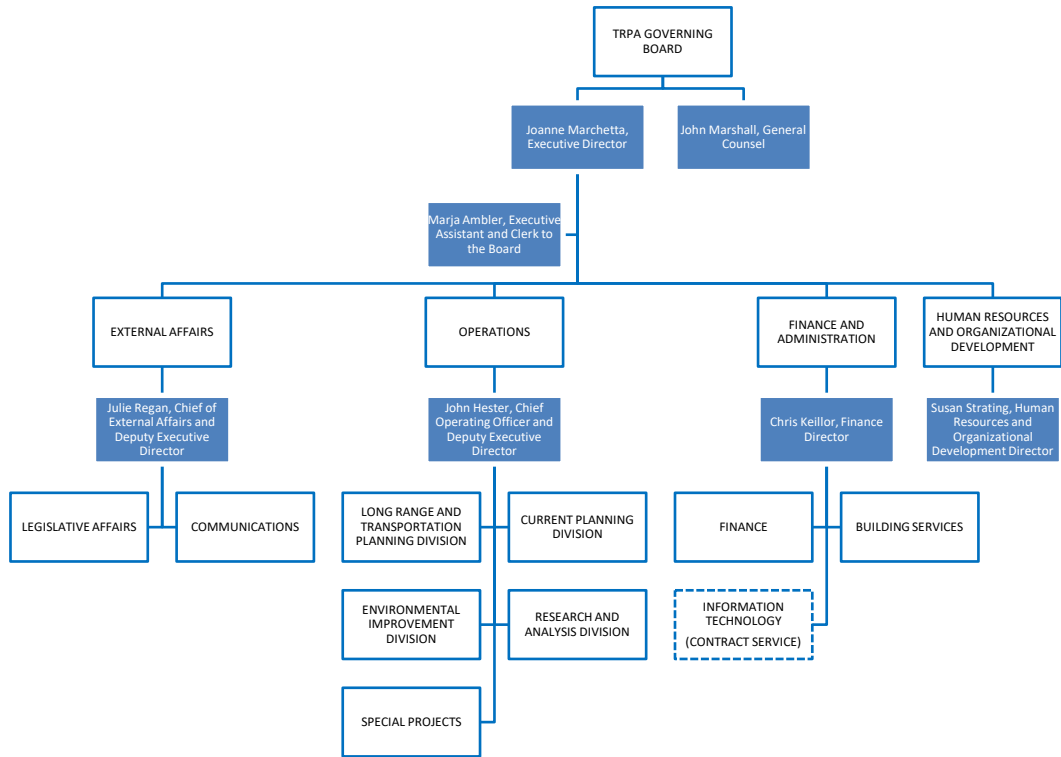
To address the strategic plan objectives, strategic initiatives, internal initiatives and core activities, TRPA has embraced the adaptive management or continuous improvement “plan-do-check-adjust” approach. The TRPA Operations divisions and programs are organized to reflect the adaptive management model. The Long Range and Transportation Planning Division represents the “plan” function. The Current Planning Division and Environmental Improvement Division correspond to the “do” function. The “check” function is the responsibility of the Research and Analysis Division. TRPA uses this approach on an ongoing basis to “adjust” the day-to-day operations of the Agency. This same approach is used by the TRPA Governing Board to annually “adjust” the focus of the agency through this Operations Work Plan and Annual Budget. This is also the concept underlying the ongoing threshold evaluation and regional planning process.



The organization chart below illustrates the application of the adaptive management model for the four TRPA Operations divisions:

- Long Range and Transportation Planning Division
(Note: Transportation Planning Program staff from this Division also serve as the Tahoe Metropolitan Planning Organization and Regional Transportation Planning Agency staff)
- Current Planning Division
- Environmental Improvement Division
- Research and Analysis Division

The Chief Operating Officer is responsible for these divisions, as well as the Special Projects Manager, Paul Nielsen, who is assigned to key projects throughout the Agency as needed and funded.



Long Range and Transportation Planning Division

The Long Range and Transportation Planning Division includes four programs: **Long Range Planning, Transportation Planning, Sustainability, and Housing**. It is the lead for three of the six **strategic initiatives**: ***Building Resiliency***: Climate Change and Sustainability, ***Keeping Tahoe Moving***: Transportation and Sustainable Recreation, and ***Tahoe Living***: Housing and Community Revitalization. The division is also responsible for the **core activities (1-12)** listed below.



Long Range and Transportation Planning Division staff.

Core Activities

The **six Long Range Planning Program core activities (1-6 below)** include review, maintenance, and update of the TRPA Regional Plan; support for local government area plan, community plan, and plan area statement amendments; maintenance and update of the TRPA Code of Ordinances; support Development Rights System implementation; environmental document review and coordination; and special projects. The **four Transportation Planning Program core activities (7-10 below)** include integrated, intermodal regional and corridor planning; coordinated project tracking and financial management; transportation impact analysis and mitigation tools updates; and MPO Transportation Program administration and outreach. The **Sustainability Program core activities (11 below)** are focused on implementing the **Sustainability (Climate Change) Strategic Initiative**. The **Housing Program core activities (12 below)** include implementation of the Housing and Community Revitalization Strategic Initiative as well as acting as the Agency’s ombudsperson for local employee-serving housing projects.

- 1. Regional Plan amendments** - TRPA staff identify necessary amendments to the Regional Plan as a result of strategic initiatives and day to day application of the Plan (e.g., revised forest thinning policies as part of the previous Forest Health Strategic Initiative or alternative energy regulatory incentives as part of the Climate Change and Sustainability Strategic Initiative. Long Range Planning Program staff work with other divisions to identify, develop, and process such amendments. For policy amendments that do not fall under an existing initiative, staff will facilitate a planning process and prepare recommendations as needed for the Regional Plan Implementation Committee and Governing Board. This task focuses on policies that may hinder Regional Plan implementation. Periodic policy amendments are part of TRPA’s adaptative management approach. Such

amendments maintain a regional planning system that accelerates the delivery of environmental and economically balanced improvements that strengthen our communities.

2. **Area Plan, Plan Area Statement, and Community Plan amendments** - Area plans are intended to be prepared and adopted by local governments and reflect more detailed local aspirations within the framework of the Regional Plan. Area plans will ultimately update and replace the older plan area statements and community plans. Long Range and Transportation Planning Division staff support local government development and adoption of new or amended area plans by providing technical assistance. Community plans and plan area statements still exist in some areas of the Lake Tahoe Region and periodically local governments initiate amendments to these plans as an interim step before preparing and adopting an area plan. Similar to the area plan process, staff provide technical assistance to local governments that decide to initiate plan area statement and community plan amendments.
3. **Code maintenance and update** - The Code of Ordinances is an essential tool used to implement the Lake Tahoe Regional Plan. On an ongoing basis the Division staff identifies and processes technical and minor policy amendments that have been discovered through day to day administration of the Code. In addition, as part of the *Digital First: Innovation Initiative*, staff will develop a digital Code of Ordinances and other pertinent regulations with enhanced functionality. Functionality improvements that are planned include but are not limited to: fully digital, user-friendly version of the code; reorganization; updates or elimination of obsolete or ineffective language; and incorporation of graphics, tables, and charts to illustrate the intent and examples of land use regulations where appropriate.
4. **Development Rights System implementation support** - Following the recent completion of the Development Rights Strategic Initiative there are new permit processing, monitoring, reporting, and similar implementation tasks that will be coordinated and carried-out by multiple divisions. Long Range Planning Program staff will support implementation including coordination with local land banks and reporting on the effectiveness of the new provisions.
5. **Environmental document review and coordination** - Many partner organizations submit plans that require more detailed environmental review and comments. In addition, most TRPA projects and plans require some level of environmental analysis, often involving the engagement of a consultant. For different subject area expertise, TRPA staff review and coordinate with consultants and project proponents.
6. **Special projects** - On occasion the Long Range Planning staff will take the lead on key projects that align with other TRPA work plan priorities. A current example is the Meeks Bay Ecosystem Restoration Project, a multi-benefit EIP watershed restoration and recreation priority project being conducted in cooperation with the USDA Forest Service, which will result in a draft EIR/EIS for the Project.
7. **Integrated, intermodal regional and corridor transportation planning** - This includes the Regional Transportation Plan; transit planning, coordination, analyses, and grants oversight; bicycle and pedestrian planning (Active Transportation Plan); transportation demand management (TDM) activities; intelligent transportation systems (ITS) project support and coordination; air quality

conformity, monitoring and data analysis; transportation data collection and forecasting; and corridor planning.

8. **Coordinated project tracking and financial management** - This includes coordinating the Federal Transportation Improvement Program (FTIP) and the Regional Transportation Improvement Program (RTIP) and evaluating projects for consistency with the RTP and Lake Tahoe Environmental Improvement Program; and coordination and support of local (e.g., corridor) transportation planning projects through the Regional Grant Program.
9. **Transportation impact analysis and mitigation tools updates** - Building from a comprehensive update of data sources for the Regional Transportation Plan, a more in depth look into future improvements related to regional and local project review for plans and larger development proposals will occur. This will also include update of the air quality mitigation fee system based on an assessment of the existing system and will address consistency between project- and regional-level practices, use of vehicle miles travelled instead of trip generation, and best practices from other areas.
10. **Transportation Program and administration and outreach** - This includes the development and ongoing management of the annual MPO budget and work program, support of boards and other stakeholders, California Transportation Development Act and MPO public outreach.
11. **Sustainability** - This Program is focused on continued implementation of the award-winning Sustainable Communities Action Plan (e.g., implementing the Plug-In Electric Vehicle Plan, maintaining the sustainability dashboard, etc.) while updating and enhancing the TRPA bi-state regional efforts to address climate change by leading the Climate Change and Sustainability Strategic Initiative.
12. **Housing** – The primary focus of this Program is implementation of the Housing and Community Revitalization Strategic Initiative described above. In addition, staff acts as an ombudsperson for applicants proposing to build affordable and achievable housing for local employees, participates in both the Housing Tahoe Partnership and Mountain Housing Council, supports the TRPA Local Government and Housing Committee as it addresses housing issues, and works with local governments and other partners on housing-related issues.

Performance Measures

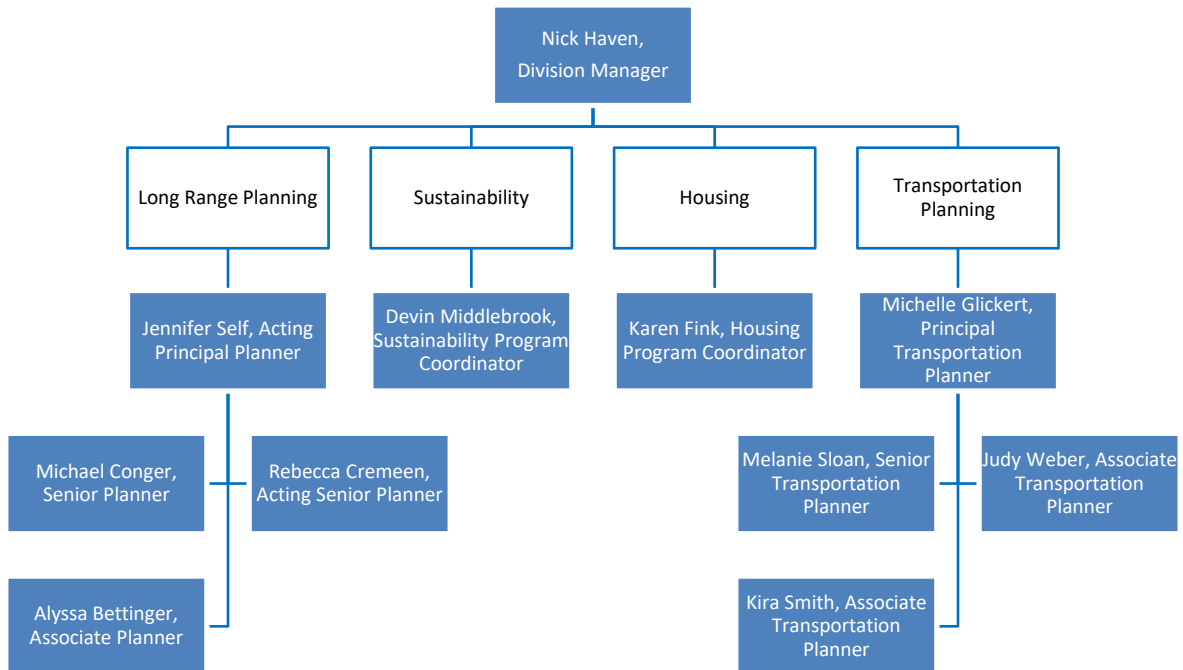
Measure	2016/2017 Actual	2017/2018 Estimated	2018/2019/2020 Target
Process all Strategic Initiative tasks as scheduled in the descriptions of those initiatives.	N.A. ¹	N.A. ¹	100%
Facilitate local jurisdiction Area Plan approvals and amendments , including bringing to APC, RPIC and/or TRPA Governing Board within 60 days of Local Government action	100%	100%	100%
Prepare work plan for the digital code update component of the Digital First Initiative by 7.31.20 and complete all tasks in the approved work plan scheduled for FY 20/21.	N.A. ¹	N.A. ¹	7.31.20 and 6.30.21, respectively

Administer the 2019 Federal Transportation Improvement Program and coordinate and support local (e.g., corridor) transportation planning projects as scheduled (see OWP)	100%	100%	100%
Administer and manage the MPO annual budget and work program , and administer the California Transportation Development Act consistent with all deadlines and schedule requirements of the MPO Overall Work Program (OWP)	100%	100%	100%

Notes:

1. N.A. indicates this is not applicable and/or information is not available.
2. X/FY is the number to be completed in fiscal year.

Division Organization and Positions



Current Planning Division



Current Planning Division staff.

Environmental Threshold Standards are achieved and maintained through projects being built by private investors and developers. The Current Planning Division reviews, permits, and inspects private projects in a timely and consistent manner to serve the public and help facilitate environmental improvement and economic investment in the Lake Tahoe communities. The division is also responsible for compliance activities both on the land and water. This division is comprised of five programs: **Customer Service, Permitting, Compliance, Local Government Coordination, and Special Projects**. The Current Planning Division programs support the **Digital First: Innovation Initiative** and implement the following **core activities (1-5 below)**.

Core Activities

1. **Customer Service Program** - In addition to operating the customer service counter and coordinating activities with the Digital Initiative, this includes the following:
 - a. Identify and implement changes to improve and streamline application review (i.e., recommendations from continuous improvement process teams, existing reports and studies, stakeholder assessments, user feedback, and staff recommendations).
 - b. Implement technology improvements to create consistent, electronic application processing.
 - c. Develop customer tools and other media to better educate the community about environmental review and regulations, development potential, and permitting processes in the Lake Tahoe Basin.
 - d. *Express Check* applications – Enhance this service to provide an online option to review straightforward applications either “over-the-counter” or through an expedited staff level review.
2. **Permitting Program** – This includes the following:
 - a. Maintain an application completeness review time of 30 days or less, and a total review time of 120 days or less for all complete applications including those applications reviewed by staff, Hearing Officer, and TRPA Governing Board.
 - b. Provide accounting and tracking to support transfers of development rights that result in environmental improvements consistent with the adopted Regional Plan.
 - c. Reduce the length of staff reports while enhancing content for all types of applications.

- d. Utilize the applicant customer service group to provide regular feedback on what is working well and what could be improved in processing applications and use this feedback to implement appropriate changes.

3. Compliance Program – This includes:

- a. Inspections – Maximize permit compliance by providing prompt and thorough pre-grade inspections and by effectively tracking permits during construction.
- b. Complaints – Minimize the time required to resolve complaints.
- c. Compliance – Quickly and effectively resolve and abate any problems associated with code violations.
- d. Tree removal permitting – Conduct tree evaluations and issue tree removal permits in a timely manner.
- e. Enhanced BMP enforcement – In coordination with the TRPA Stormwater Program and local jurisdictions, increase BMP enforcement by targeting highest priority BMP non-compliance properties.
- f. Watercraft enforcement – Effectively enforce TRPA watercraft rules through outreach and education.
- g. Partnerships – Collaborate with partner entities to facilitate and support their code administration activities and help them implement the Regional Plan and Code through approved memoranda of understanding.
- h. Memoranda of understanding (MOU) and area plan monitoring – Monitor local government compliance with adopted area plans per approved MOUs, as well as compliance with other MOUs, and provide MOU compliance information for inclusion in appropriate reports (e.g., Local Government Coordination report) that address area plan performance.
- i. Continue to standardize monitoring requirements (Current Planning Division and Research and Analysis Division assisting) – Review and standardize project monitoring conditions required by the Current Planning Division when permits are issued to better utilize limited inspection resources and to better integrate data with other Research and Analysis Division monitoring efforts.
- j. Continue to improve customer service, communication, and efficiency – Streamline compliance workflows and reports in Accela and implement remote applications for electronic tracking and recording of field inspections.
- k. Performance measures – Continue to update Code Compliance performance measures to be in line with new streamlined processes.

4. Local Government Coordination Program – This program is intended to implement the Regional Plan by supporting and coordinating with local governments and other partner agencies. Its components include preparation and execution of memoranda of understanding (MOUs) to issue permits consistent with the adopted area plans including training (also see 4 a and 4 b below); improvement and coordination of permitting across jurisdictions; participation in annual auditing

and reporting (also see 4 c below); and the ongoing area plan certification and bi-annual allocations processes.

- a. Standardize MOUs – Continue standardization of MOUs for delegation of application processing to local governments with conforming area plans, delegation of residential application processing using TRPA regulations, and/or processing of qualified exempt projects as defined in the TRPA Code of Ordinances.
- b. MOU appeals process – Administer the appeal process for local government projects processed pursuant to an MOU associated with a conforming area plan or plans.
- c. MOU and area plan monitoring – Monitor local government compliance with adopted area plans per approved MOUs, as well as compliance with other MOUs, and provide MOU compliance information to include in appropriate reports that address area plan performance and in the LT Info Parcel Tracker.

5. **Special Projects Program** – In addition to projects listed above, this includes cross-cutting or legacy projects such as updating and maintaining the Administrative Interpretations Manual, etc.

Performance Measures

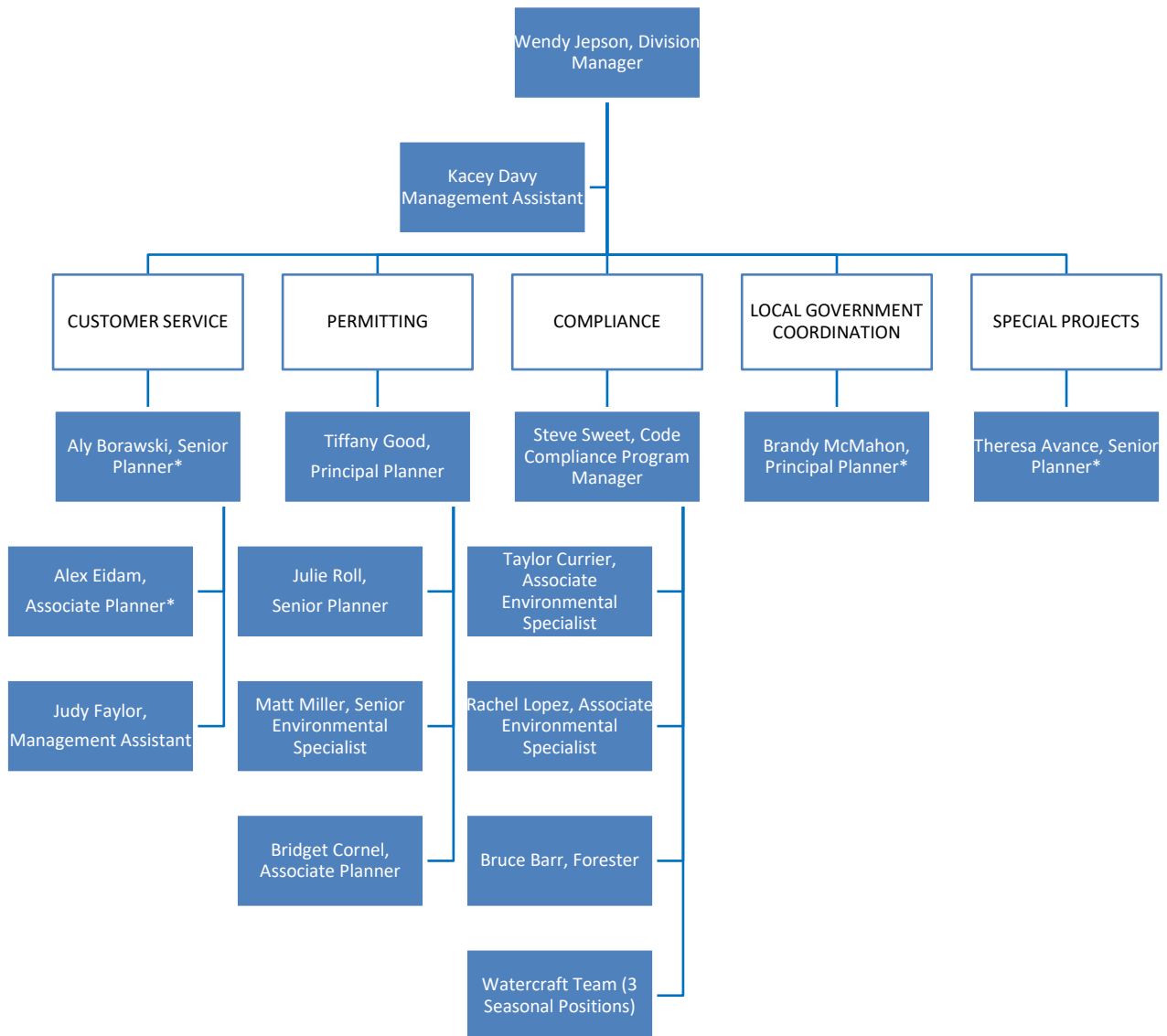
Measure	2018/2019 Actual	2019/2020 Estimated	2020/2021 Target
Innovation Initiative Land Capability Verification System Improvements Component: Recommendations to the Regional Plan Implementation Committee and Governing Board	N.A. ¹	N.A. ¹	6.2021
Innovation Initiative Online Parcel-Level Development Information Component: Work Plan and schedule to Senior Leadership	N.A. ¹	N.A. ¹	9.2020
Prepare customer service report from automated front-counter survey	N.A. ¹	N.A. ¹	6.2020
Number of new online permit processes implemented during fiscal year ²	1/3 of All Applications	2/3 of All Applications	All Applications Online
Number of applications received	858	850	925
Percent of applications deemed complete /not complete within 30 days ³	100%	100%	100%
Percent of applications requiring staff level review completed within 30 days of application being deemed complete	100%	100%	100%
Percent of applications requiring hearing officer review completed within 45 days of application being deemed complete	100%	100%	100%
Percent of applications requiring TRPA Governing Board review (excluding those requiring an environmental impact statement) completed within 60 days of application being deemed complete	100%	100%	100%

Percent of applications requiring TRPA Governing Board review with an environmental impact statement completed within 120 days of application being deemed complete	100%	100%	100%
Percent of all applications reviewed within 120 days of application being deemed complete	100%	100%	100%
Initiate new pier lottery and prioritization process for the biennial new pier allocations	N.A. ¹	N.A. ¹	6.2021
Implement new pier permitting system per the Shoreline Plan Implementation Plan-review and bring to Hearings Officer and Governing Board all eligible and complete pier applications	N.A. ¹	N.A. ¹	12
Manage the mooring registration program in accordance with the Shoreline Plan, Shoreline Implementation Plan, and Rules of Procedure	N.A. ¹	N.A. ¹	6.2021
Conduct new mooring lottery in accordance with the Shoreline Plan	N.A.	N.A.	12.2020
Permit existing moorings eligible for and applied for within Phase 1 of the Mooring Permitting and Registration Program, and which have provided a complete submittal	N.A.	N.A. ¹	6.2021
Number of development rights (commodities) transfer applications received and processed.	40	25	45
Number of pre-grade inspections (percent complete within 3 days of request)	189(100%)	166(100%)	175(100%)
Number of final inspections (percent complete within 15 days of request during construction season)	213(100%)	295(100%)	280(100%)
Number of grading exception applications received (percent reviewed within 3 days of request)	234 (100%)	295 (100%)	240 (100%)
Number of MOU Compliance audits (percent complete by November 30 each year)	100 (100%)	100(100%)	100 (100%)
Number of Code Compliance training sessions	6	4	4/FY ⁴
Number of complaints received (percent response within 1 week)	132(100%)	146(100%)	150(100%)
Percent of all tree removal permits issued within 2 weeks of submitted application	N.A. ¹	100%	100%
Participate in local government planning processes and projects as requested	7/FY ⁴	6/FY ⁴	6/FY ⁴
Local government coordination annual report completed and submitted to Governing Board	N.A. ¹	10.19.19	10.30.20 ⁵
Number of MOUs supported and monitored	50	51	52
Percent of MOU appeals decided within 90 days (no appeals this fiscal year)	100% ⁶	100% ⁶	100% ⁶
Complete allocations performance report and make bi-annual allocations recommendations to the TRPA Governing Board	5.17.19	N.A.	3.19.21

Notes:

1. N.A. indicates this is not applicable and/or information is not available.
2. Reconstruction of non-conforming shore zone structures will be added.
3. To be considered complete, all required information must be entered into the permit tracking system.
4. X/FY is the number to be completed in fiscal year.
5. Work will occur during FY 18/19, but the report will not actually be submitted until early in FY 19/20.
6. To date there have been no appeals of decisions by entities delegated permitting authority via MOU..

Division Organization and Positions



* In addition to the 4 permitting staff listed above, these 4 staff also process permits.

Environmental Improvement Division

The TRPA's Environmental Improvement Division provides collaborative leadership and administration of the Lake Tahoe Environmental Improvement Program (EIP), a public and private, multi-jurisdictional capital investment program to conserve and restore Lake Tahoe's environment and enhance public recreation opportunities. Under the EIP, 80+ partners work together in a collective impact model to set priorities, develop financing strategies, implement projects, and track results of the program. TRPA serves as the backbone agency in the partnership to convene, facilitate, and align partners to achieve program results. The Division has three programs in addition to the EIP: **Forest Health, Aquatic Resources, and Stormwater Management.**



Environmental Improvement Division staff.

The division is the lead on the *Restoration Blueprint: Environmental Improvement Program Implementation* and is responsible for the eight **core activities (1-7)** below.

Core Activities

1. **Environmental Improvement Program (EIP) leadership support** – Lead, manage and support the bi-state regional collaborative EIP through convening and facilitation of the EIP governance structure. This includes the Tahoe Interagency Executive Steering Committee, the EIP Coordinating Committee, and the EIP Working Groups. Through this structure, the EIP partnership implements the Lake Tahoe Regional Plan, as well as other partners' plans and programs to accelerate threshold attainment.
 - a. **EIP working groups support** - Actively participate in EIP stakeholder working groups including:
 - i. SB630 Stakeholder Committee
 - ii. Lake Tahoe West Teams
 - iii. Tahoe Fire and Fuels Team
 - iv. Stormwater Quality Improvement Committee
 - v. Parcel BMP Working Group (Chair)
 - vi. Aquatic Invasive Species Coordinating Committee (Co-Chair)
 - vii. Nearshore Working Group
 - viii. Sustainable Recreation Working Group
 - ix. Upper Truckee River Restoration Working Group
 - b. **EIP collaboration** - Promote and facilitate collaboration among EIP partners and sectors to implement the EIP programs efficiently and effectively.

- c. **EIP project tracking** - Provide oversight, management, and quality control of data and information in the online EIP Project Tracker and for all EIP reporting.
 - d. **EIP outreach** - With the communications team, coordinate reports, updates, and tours of EIP projects for the public, elected officials, and other agencies.
 - e. **EIP advocacy** - Develop and publish materials demonstrating EIP accomplishments and funding needs for EIP events including the annual federal summit. Work with and through the EIP partnership on legislative, policy, and funding strategies.
2. **LTRA support** - Lead the development of the Lake Tahoe Restoration Act EIP priority project list and annual report to Congress.
 3. **EIP funding sources** - Seek new EIP funding sources, coordinate EIP partner funding requests and applications for major grant opportunities and serve as a fiscal agent as needed.
 4. **EIP mitigation funding** - Manage and release mitigation funds to local jurisdictions for use on EIP projects.
 5. **Forest Health Program management**
 - a. Provide streamlined reviewed and permitting of forest restoration projects.
 - b. Update and maintain TRPA vegetation regulations and partner MOUs.
 - c. Engage in collaborative forest planning in projects such as Lake Tahoe West.
 - d. Serve as Plans Section Chief in the Tahoe Fire and Fuels Team.
 6. **Aquatic Resources Program management and coordination**
 - a. Outreach - Serve in a leadership capacity for the Aquatic Nuisance Species Task Force, the Aquatic Invasive Species (AIS) Western Regional Partnership, and National Invasive Species Awareness Week Planning Committee.
 - b. AIS prevention - Implement the AIS Boat Inspection Program in partnership with inspection contractor.
 - c. AIS control - Implement and manage contracts for AIS control projects identified in the AIS Implementation Plan and AIS Action Agenda.
 7. **Stormwater Program management and support** - Support local government TMDL implementation. Plan and facilitate area-wide stormwater Treatment with partner agencies and the private sector. Facilitate private parcel BMP installation and maintenance through compliance letters, on-site inspections, evaluations, and technical assistance.

Performance Measures

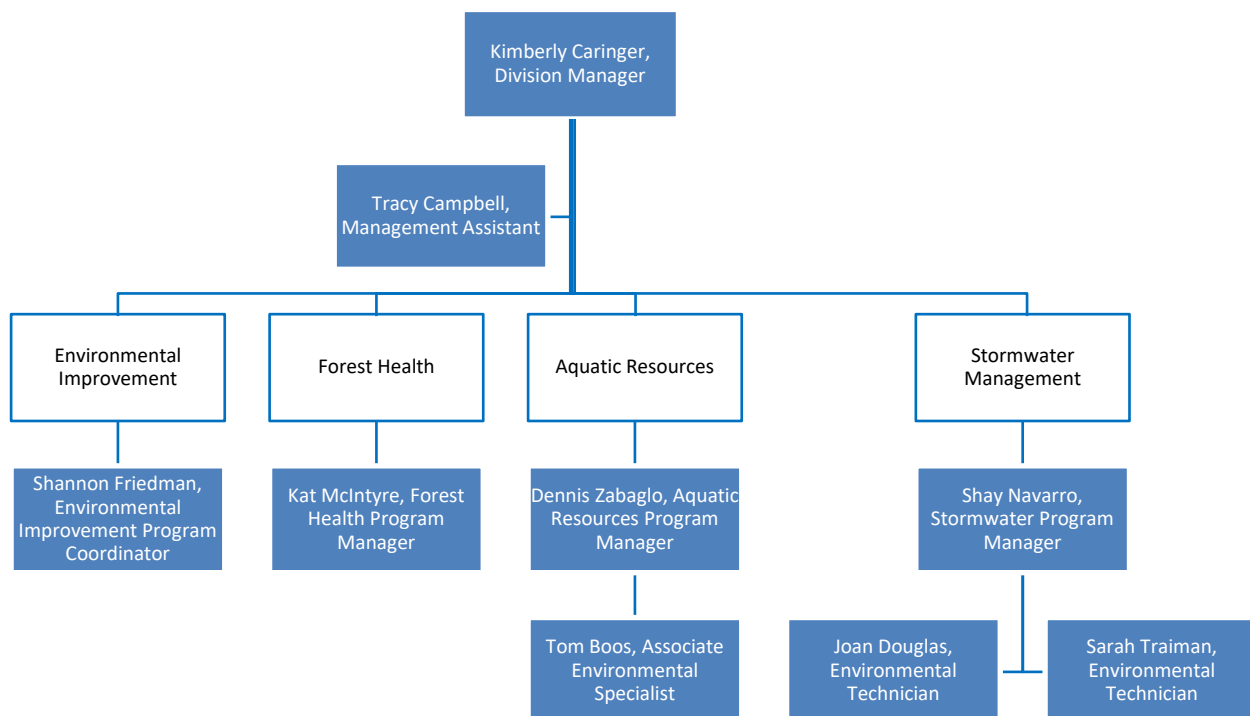
Measure	2020/2021 Target
Updated EIP Action Priorities/Program Areas	6.30.2021
Updated 5 year EIP Priority Project List	6.30.2021
Completed Chapter 61 Vegetation Code Update	6.30.2021
Complete Final Environmental Impact Statement for the Tahoe Keys Control Methods Test Project	3.30.2021

Initiate two new AIS control projects derived from the AIS Implementation Plan and Action Agenda	6.30.2021
Collaboratively develop and design the Ski Run “Mountain to Marina” Green Infrastructure Project	6.30.2021
New EIP funding source acquired	6.30.2021
Complete all Nevada BMP grant deliverables on time and within budget Shay to enter specifics on Nevada grant deliverables	6.30.2021
Complete 100% of 2020 EIP project reporting	3.15.2021
Lead and complete the update of the Lake Tahoe Restoration Act priority project list and 2020 report to Congress	3.15.2021

Notes:

1. X/FY is the number to be completed in fiscal year.

Division Organization and Positions



Research and Analysis Division



Research and Analysis Division staff.

The TRPA monitors hundreds of environmental Threshold Standards, performance measures, and management actions for progress and effectiveness. TRPA's Research and Analysis Division connects the science community to the implementation of the Regional Plan and provides the best possible information for policy decisions, operations, and accountability. The division organizes science inputs, builds data platforms, monitors and maintains current data, and analyzes information needed for policy development and decision making. The **Research and Analysis Division** performs these tasks through leading **two strategic initiatives and 12 core activities** via three programs: **Data Resources and Analysis;**

Science, Modeling, and Monitoring; and Planning Support.

Core Activities

- 1. Analysis** - Provide value-added data analysis, evaluation and recommendations to division managers, leadership team and others. Provide strategic support and technical GIS assistance to the Lake Tahoe West partnership. Use Threshold Evaluation and ongoing monitoring reports to provide insight to Long-Range Planning for Regional Plan modifications, Current Planning for development review, and to Environmental improvement for proposed EIP project prioritization. Provide the Agency with evaluation of program effectiveness, reports on permitting activity, or other value-added analysis (such as land capability evaluation, development rights transfer analysis, etc.).
- 2. Threshold Evaluation** - TRPA will release the 2019 Threshold Evaluation Report by the end of 2020. This will include report development, all required contracting, engaging with stakeholders (agency partners, technical advisory groups, and the Tahoe Science Advisory Council), completion of data collection and analysis, and developing the Draft/Final 2019 Threshold Evaluation Report. The 2019 Threshold Evaluation Report will be in an executive summary format with key findings and results, as well as an updated and detailed dashboard on <https://Thresholds.LakeTahoeInfo.org/> that provides the technical details, monitoring results, and scientific basis for the status and trend determinations.
- 3. Transportation Planning support** - Support transportation planning and environmental analysis, including primary responsibility for air quality monitoring and data analysis, transportation data collection, and transportation modeling and forecasting.

- 4. Current Planning support** - Develop and implement tools to support e-submission and electronic plan review for Current Planning projects; identify and implement tools to simplify project reviews and improve data entry/collection and reporting. Provide help-desk support for internal and external Accela users. Integrate data collection into the LakeTahoelInfo.org platform and eliminate unnecessary project review data fields in Accela.
- 5. Implementation support** - Support the implementation of the Development Rights initiative and Shoreline Initiative with data management and system support, including development of permitting systems and reporting tools in Lake Tahoe Info. Develop Lake Tahoe Boating App to support the Shoreline enforcement and boater education programs.
- 6. Geographic information system** - Maintain GIS databases and perform data QA/QC, update map templates, maintain GIS-related data (including at least bi-annual parcel updates), and “backend” systems; provide GIS analyses and implement new interactive map viewers where appropriate for internal and external customers; continue to implement the in-house GIS training program, including identification of “power users” in each division and program. Create and update field data collection systems for TRPA monitoring programs. Continue to convert paper maps to digital layers. Develop map services to support the use of TRPA GIS information with information from LakeTahoelInfo.org. Develop new datasets and improve existing data to manage historical parcel tables and genealogical relationships.
- 7. IT coordination** - Collaborate and coordinate with TRPA’s information technology (IT) contractor to ensure that the systems that R&A manages are operating properly and that planned upgrades and maintenance are performed and scheduled when appropriate. Lead efforts to develop a comprehensive IT Strategy and Implementation Plan.
- 8. Monitoring** - Coordinate and conduct field monitoring data collection related to the 2019 Threshold Evaluation Report for stream bio-assessments, stream environment zone (SEZ) conditions using the California Rapid Assessment Method (CRAM), wildlife, noise, air quality, bike/pedestrian travel, and coordinate with internal/external partners for the collection and analysis of other monitoring data. Administer monitoring contracts with outside/partner agencies. Manage the implementation of the SEZ monitoring and restoration grant from U.S. EPA.
- 9. Reporting** - Collect information from our partner agencies and other divisions within TRPA and provide analysis for regularly scheduled TRPA reports (e.g., quarterly and annual reports), produce an annual TRPA monitoring report, and assist with the annual report for the Environmental Improvement Program. Develop infographics, dashboards, or other tools for use on LakeTahoelInfo.org or TRPA.org to report on Agency results.
- 10. Online information** - Continue the development of the LakeTahoelInfo.org platform, lead continued improvements to the EIP Project Tracker and lead the improvements to the Parcel Tracker and other LakeTahoelInfo.org tools. Integrate at least one TRPA field monitoring dataset into the Monitoring Dashboard on LakeTahoelInfo.org; create workflows to better support field data collection and entry into these systems. Maintain all Stormwater Management Program related systems, including BMP Database, BMP Website, interactive BMP Map, and support reporting requests.

- 11. Customer service** - Provide excellent customer service for a wide range of internal and external customers, including front counter, LakeTahoInfo.org (especially Parcel Tracker) requests for updated information, file research, electronic/scanned and hard-copy file requests, External Affairs/Communications support for decision makers and other outreach efforts, and support EIS-EIR Review for Current Planning and Long-Range Planning analyses. R&A staff also provides Notary Services to the Agency.
- 12. Document management** - Implement document management policy including public file requests and the conversion to digital documents to increase efficiency of records retention and inspections. Enhance procedures for application file scanning, document warehousing or destruction, and posting to websites. Integrate local jurisdictions permit history and project approvals and newly issued permit information into the Parcel Tracker on LakeTahoInfo.org. [OHT]

Performance Measures

Measure	2018/2019 Actual	2019/2020 Actual	2020/2021 Target
Performance Management Strategic Initiative: 2019 Threshold Evaluation Report	N.A. ¹	N.A. ¹	12.31.20 (100%)
Update all GIS parcel data semiannually. Includes parcels, addresses, owners and attributes for all property-based systems, including the BMP Database, BMP Calculation Sheet, and Accela, and GIS.	2	2	2
Develop or upgrade (i.e., redesign) at least two interactive map viewers	4	6	2
Complete changes in LT Info and/or Accela to support the second phase of the Shoreline Plan initiative implementation , including the development of a lottery for applicants and mooring allocation tracking by 12/31/2020.	N.A. ¹	N.A. ¹	12/31/2020
Number of sites where field data is effectively and accurately collected following standard protocols to inform Threshold Evaluation (40 stream sites; 40 SEZ sites; 50 noise sites – 35 plan areas, 8 shore zone locations, 7 highway locations; 3 air quality sites; 20 bicycle and pedestrian counting sites; TBD number of wildlife sites based on given year population of Osprey and Peregrine Falcon.	153	153	153
Create or update field data collection systems for at least two field monitoring or survey programs	N.A. ¹	8	2
Number (and percent) of all regularly- scheduled TRPA reports and EIP report produced on time (3 Quarterly, 1 Annual, 1 EIP, 1 monitoring)	5 (100%)	5 (100%)	5 (100%)
Permit outtake processing (audit, scan, data entry into Accela/Parcel Tracker) for all acknowledged permits issued by Current Planning and all completed projects	N.A. ¹	100%	95%

following security return within 60 business days of TRPA action			
Updates to parcel information in the Parcel Tracker on LakeTahoeInfo.org, including file conversions, site plan snapshots and land capability, coverage/development rights data entry	2,730	2,983	2,500
File requests processed and scanned within 15 business days	95%	95%	95%

Notes:

1. N.A. indicates this is not applicable and/or information is not available.
2. X/FY is the number to be completed in fiscal year.

Division Organization and Positions

