Regional Early Action Planning Grants of 2021 (REAP 2.0)

Higher Impact Transformative Annual Report Template

Tahoe Regional Planning Agency

For the reporting period of:

7/1/2022 to 12/31/2023

Version 03/2024

Instructions

This form is to be used for satisfying the reporting requirements of California Health and Safety Code section 50515.10. The report must be submitted to the California Department of Housing and Community Development (HCD) via email at reap2021@hcd.ca.gov in Microsoft Word format by April 1 of the year following award of funding, and annually thereafter by April 1 until all funds are expended.

Details about the REAP 2.0 program can be found at:
https://www.hcd.ca.gov/grants-and-funding/programs-active/regional-early-action-planning-grants-of-2021

Note: This Microsoft Word form uses cross-references and formulas to autofill some fields using information inputted by the user. Cross-references and calculations may not update immediately upon input. The user may force updates to cross-references by entering and exiting the Print Preview of Word *(shortcut: Ctrl+P, Esc),* or by saving, closing, and then reopening the document. Formulas may be updated by right-clicking the field and selecting *Update Field*.

Refer to the following instructions to complete each part of the report.

Part I – Overall Context

In 500 words or less, provide a brief overview regarding the current status of each Proposed Use and Subtask(s)[1].

- **Overview:** A general description of the overall Proposed Use(s) and Subtask(s).
- **Current Status:** A short summary of the information requested in Part III – Status of Activities on progress made by each Proposed Use to meet the REAP 2.0 objectives:
  - Accelerating infill development that facilitates housing supply, choice, and affordability,
  - Affirmatively Furthering Fair Housing (AFFH), and
  - Reducing Vehicles Miles Traveled (VMT).

[1] If one or more Proposed Uses includes suballocations, please provide additional context for each suballocated award.

Part II – Highlights, Challenges, Opportunities, and Accomplishments

In a paragraph or two per Proposed Use[2], discuss the highlights, challenges, opportunities, and accomplishments realized at regional, subregional, or local levels to date. This part may include updates about:

- Engaging stakeholders
- Building support for housing and transportation
- Developing strategies for reducing VMT
- Adopting policy reforms to remove barriers to housing production
- Completing project deliverables
- Fostering subregional collaboration on housing and transportation planning
- Administering technical assistance
- Best practices
- Exemplary highlights and program outcomes

Part III – Activity Status and Funding Summary

Utilize the project timeline and budget from the approved grant application to complete the tables for each Proposed Use according to the columns provided as follows:

- **Activity No.** – Should correspond with Activity Number in Proposed Use Timeline and Budget in full application.
- **Activity Title** – Should correspond with Activity Title in Proposed Use Timeline and Budget in full application.
- **Eligible Uses** – Indicate which eligible uses are being achieved through the activity as listed in 50515.08 (c)(1)(E)(i-iv) (reference section 50515.08 (d)(4-7) for additional information):
  - (i) Accelerating infill development, including housing;
  - (ii) Supporting residents through realizing Multimodal Communities,
  - (iii) Shifting travel behavior through reducing driving, and/or
  - (iv) Increasing transit ridership.
- **Suballocation (Sub)** – Check the box for each activity that utilizes suballocated funds.
- **Timeline** – Approximate start and completion dates of work performed.

[2] For Proposed Uses that are suballocated, please provide this detail for each suballocation award.

- **Amount Allocated & Amount Expended** – Specify the grant amounts allocated and expended for each approved Proposed Use and Subtask.
- **Status** – Select a status from the dropdown menu (not started, in progress, complete).

Part IV – Measurable Outcomes by Proposed Use

Provide information in the tables provided related to accelerating infill housing, reducing VMT, and Affirmatively Furthering Fair Housing resulting from the performance of activities as of the end of the reporting period.

Part V – Web Report

Provide the URL(s) on the grantee's public website containing existing maps that illustrate VMT generation patterns in their region. A grantee may submit maps produced in the development of the grantee's adopted sustainable community strategies. If public maps are not available on the grantee's website, a statement confirming that the VMT information in Site Check (https://sitecheck.opr.ca.gov) accurately visualizes VMT patterns in their region is sufficient. Additional maps relevant to the proposed use(s) may also be included.

Part VI – Additional Information

Provide materials produced for REAP 2.0 activities as supplemental documentation to this report. This may include templates, announcements, or other program guidance. Common file formats such as PDF, Word document, JPEG, etc. are sufficient.

The grantee may add any other information as deemed appropriate to demonstrate the status and impacts of the overall REAP 2.0 activities. The grantee may also discuss any anticipated changes and limiting or confounding factors potentially impacting the effectiveness of the activities.

The grantee may also add recent developments to the data inputted in the Annual Report submitted in the previous reporting period, if applicable. Self-reported data by cities and counties is available on HCD's Housing Element and Implementation and APR Data Dashboard (https://www.hcd.ca.gov/planning-and-community-development/housing-open-data-tools/housing-element-implementation-and-apr-dashboard) (note that HCD cannot independently verify most project-level data). HCD recognizes REAP 2.0 funds may not immediately impact production indicators for projects completed in 2023 and 2024, but that these numbers may be used as a baseline or context for indicating housing production at a regional scale.

Report

Part I – Overall Context

Overview of Proposed Use(s) and Subtask(s):

This Proposed Use builds off the Tahoe Regional Planning Agency's (TRPA) more than 50 years of experience with two key regulatory systems: the Transfer of Development Rights (TDR) and growth management programs. These programs accomplished important environmental goals of restoring sensitive lands and slowing the loss of lake clarity, but there have also been unintended consequences, such as an increase in the development of large, vacation-oriented luxury homes to the near exclusion and even demolition of low- and moderate-income housing types. Those who work in Lake Tahoe find it increasingly difficult to live in the basin, which is impacting Lake Tahoe's unique environment and local communities.

Through the Proposed Use, TRPA and our regional partners will:

- Transform Tahoe's TDR and growth management programs to address equity, climate change impacts, and housing choice and affordability;
- Develop an environmental clearance approval process for infill multi-family development that supports housing supply, choice, and affordability;
- Build community and regional agency capacity to meaningfully engage on policies, planning, implementation,and programming, increasing community resilience and inclusivity; and
- Disseminate results throughout the region and the state.

Current Status:

During the timeframe of this report, TRPA and partners released a request for proposals (RFP) for a consultant to assist with the key deliverables, and selected the consultant team Raimi and Associates through the appropriate process. The agency also brought on a Sierra Nevada Americorps Program member to assist with community outreach and engagement that is a key part of the Proposed Use.

Part II –Highlights, Challenges, Opportunities, and Accomplishments

To-date, TRPA has brought on the necessary staff and consultants to support the work of the Proposed Use. The consultant has completed a work plan and is currently developing the community engagement plan. In 2024, TRPA and partners will begin the assessment of TRPA's TDR and growth management programs and begin engaging with the community to develop key outcomes and alternatives for policy improvements.

Part III – Activity Status and Funding Summary

Insert data in the tables below regarding the status of activities, and funding allocations and expenditures for each Proposed Use.

Activity No.	Activity Title	Eligible Uses	Sub	Timeline	Amount Allocated	Amount Expended	Status
1.0	Equity and Climate Assessment of TRPA's Transfer of Development Rights and Growth Management Programs	(i), (ii), (iii), (iv)	☐	7/1/2022 - 6/30/2026	2,412,475.00	46,870.59	In Progress
1 .1	Analyze and Update TRPA's TDR and Growth Management Program	(i), (ii), (iii), (iv)	☐	7/1/2022 - 6/30/2026	1,986,274.00	14,111.38	In Progress
1 .2	Build Regional Capacity and Foster Meaningful Community Engagement	(i), (ii), (iii), (iv)	☐	7/1/2022 - 6/30/2026	396,996.00	32,759.21	In Progress
1 .3	Disseminating Lessons Learned	(i), (ii), (iii), (iv)	☐	1/1/2024 - 6/30/2026	29,205.00	0.00	Not Started
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Activity No.	Activity Title	Eligible Uses	Sub	Timeline	Amount Allocated	Amount Expended	Status
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Total	N/A	N/A	N/A	N/A	$ 0.00	$ 0.00	N/A

Part IV – Measurable Outcomes by Proposed Use

Input estimates in the tables below resulting from the performance of each REAP 2.0 activity. Please complete to the best of your ability regardless of whether the activity has been fully implemented or not.

Accelerating Infill Development

Proposed Use	Measurable Outcome	Baseline	Target	Results
1	Increase in gross housing density in town centers and within 1/2 mile radius of transit stops	Gross densities in town centers: Stateline/Ski Run - 9.6 Kings Beach Commercial Core - 4.3 Tahoe Valley Area Plan (South Y) - 3.9 Tahoe City - 1.6; Within ½ mile of transit - 2.4	Not specified	Results are not expected until further into implementation of Proposed Use.
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4				
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7				
8				

Affirmatively Furthering Fair Housing

Proposed Use	Measurable Outcome	Baseline	Target	Results
1	Increase in the number of new deed-restricted affordable units since August 2020 (toward the RHNA)	Constructed/Operational since August 2020: 84 deed-restricted "affordable"	Not specified	Results are not expected until further into implementation of Proposed Use.
2				
3				
4				
5				
6				
7				
8				

Reducing Vehicle Miles Traveled

Proposed Use	Measurable Outcome	Baseline	Target	Results
1	VMT reduced per capita VMT reduced per capita per year	VMT per capita was 12.48 in 2020 VMT per capita reduction per year anticipated, in order to meet SCS target: 0.3 percent.	Not specified	Results are not expected until further into implementation of Proposed Use.
2				
3				
4				
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Part V – Web Report

URL(s): http://www.trpa.gov/rtp/ and https://trpa.shinyapps.io/PIA_Tool/

Part VI – Additional Information

Provide any additional indicators, outcomes, and anticipated changes, if applicable. ☐ Not Applicable

1. Request for Proposals (Attached)

2. Contract for Services (Raimi and Associates)

TAHOE REGIONAL PLANNING AGENCY
Regional Planning Department
REQUEST FOR PROPOSALS (RFP)/REQUEST FOR QUALIFICATIONS

Restoring Housing Justice in a Tourist Destination: Integrating Housing, Equity and Conservation to Build Resiliency at Lake Tahoe

RFP #240005

Announcement: September 26, 2023[1,2,3]

Project Description: TRPA has received funding from California's Regional Early Action Planning (REAP) Higher Impact Transformative (HIT) Grant Program to conduct transformative housing, equity, and climate work for the region. With the help of a consultant, the Tahoe Regional Planning Agency (TRPA) will conduct an equity and climate assessment and develop proposed updates to TRPA's Transfer of Development Rights (TDR) and growth management systems. To achieve these objectives, it is envisioned that the agency will develop policy and code recommendations to accelerate affordable and workforce housing production, infill and redevelopment, improve environmental protection, and reduce vehicle miles traveled while building capacity for meaningful community engagement and equitable outcomes. Environmental analysis of the recommended policy and code updates is also part of the project.

Evaluation: Qualifications and Proposals will be evaluated according to the criteria in section 4 of this document.

Deadline: Tuesday, October 5, 2023, 11:59 PM PST – Bidding Firms' Questions Due
Tuesday, October 31, 2023, 11:59 PM PST – Deadline for Proposal Submissions

Questions: All questions should be submitted in writing to the RFP Coordinator:

Karen Fink
Tahoe Regional Planning Agency
PO Box 5310
128 Market Street
Stateline, NV 89449
775-589-5258
kfink@trpa.gov

[1] Corrections made October 2, 2023 - Deadline times on first page and attachment links on page 21
[2] Corrections made October 9, 2023 – updates to "Community Planning Toolkit," page 11 and "Related Projects," page 19.
[3] Updates made October 12, 2023 – updates "Public Records," page 15, updates to "Request for Proposal Schedule," notification of consultants for interviews, page 16 and to Appendices, page 22

1. Introduction and Agency Background

Introduction:

The Tahoe Regional Planning Agency (TRPA) is one of several recipients of a California Regional Early Action Program (REAP) 2.0 Higher Impact Transformative (HIT) grant. This grant is administered by the California Department of Housing and Community Development. The funding provides planning and implementation dollars to cities, counties, and regional governments to build sustainable, resilient, and equitable communities that are inclusive and take measurable strides toward reducing vehicle miles traveled.

Through the HIT grant, TRPA and regional partners will:

- Evaluate and recommend updates to Tahoe's transfer of development rights (TDR) and growth management systems and development standards to address equity, climate change impacts, and housing choice, supply and affordability;
- Draft and recommend an environmental clearance approval process for infill multi-family development that accelerates housing supply, choice, and affordability;
- Build community and regional agency capacity and skills to meaningfully engage with local communities in planning and implementation policy and project programming, increasing community resiliency and inclusivity; and
- Serve as a model for other areas seeking to integrate conservation, housing, and equity to promote regional prosperity for all.

Through this RFP, TRPA is seeking a consultant team to:

1. Complete an equity and climate assessment of Tahoe's TDR and growth management systems, development standards and other related processes as applicable;
2. Recommend policy, program and code updates to better integrate equity, climate, and housing[4] needs into TRPA's TDR program and growth management system and related processes;
3. Conduct environmental analysis of recommended policy, program, and code updates, including recommending an environmental clearance process for infill housing that meets environmental standards;
4. Build community and regional agency capacity to meaningfully and equitably engage the community in planning, policy development, and programming;

[4] In this RFP, the term "housing" is used broadly to connote housing that is affordable to households that meet state and federal definitions for affordable and moderate-income housing, as well as housing for individuals and families with household members employed by Tahoe- or Truckee-based employers, whose incomes may be above the state and federal income limits. It may apply to both deed-restricted housing as well as housing that is affordable by design but not deed-restricted.

5. Design and assist with implementation of meaningful community engagement throughout the timeframe of the project;
6. Create tools and document best practices to operationalize meaningful and equitable community engagement into the future work of the TRPA and partner entities; and
7. Coordinating closely with TRPA staff, ensure complete and timely delivery of the approved work plan.

Agency and Project Background

High in the Sierra Nevada, Lake Tahoe is one of the world's largest, deepest, and clearest mountain lakes. Renowned throughout the world, Lake Tahoe is federally protected as an Outstanding National Resource Water. The region, part of the homeland of the Washoe people, now attracts nearly 15 million visitors every year, especially from the growing Bay Area, Sacramento, and Reno metropolitan areas. The economic effects of growing visitation, coupled with increased impacts from climate change, threaten Lake Tahoe's diverse community and valued environment.

To encourage conservation of the waters and area in and around Lake Tahoe, the United States Congress and the States of California and Nevada established the Tahoe Regional Planning Agency (TRPA) through the Bi-State Compact in 1969 and as amended subsequently (Public Law 96-551). As a bi-state regional planning agency, TRPA has land use planning authority over the area within Lake Tahoe's watershed (the Tahoe basin). TRPA's jurisdiction (see graphic, below) straddles the California and Nevada border, and consists of portions of five counties, one incorporated city, and more than 40,000 private properties. TRPA is also the designated Water Quality Management Planning Agency for the Tahoe Region under Section 208 of the Clean Water Act and also serves as the Metropolitan Planning Organization (MPO) for the region. Thus TRPA has a unique combination of regional land use, environmental, and transportation planning authority. To protect, preserve and enhance Lake Tahoe for both the residents and visitors to the region, TRPA has adopted some of the strictest environmental protections in the United States.

The "Restoring Housing Justice" project (the project) will build on TRPA's more than 50 years of experience with two key regulatory systems: the Transfer of Development Rights (TDR) and growth management systems. These programs accomplished important environmental goals of restoring sensitive lands and slowing the loss of lake clarity, but in recent years, as demand for large, vacation-oriented homes has increased, these systems have not been able to address certain impacts to local communities, such as the inability of the market to provide low- and moderately priced housing. Like many mountain communities with tourism-based economies across the United States, the local workforce is finding it increasingly difficult to live in the basin.

Through this RFP, TRPA is seeking a consultant team to:

1. Complete an equity and climate assessment of Tahoe's transfer of development rights (TDR) and growth management systems, development standards and other related processes as applicable;
2. Recommend policy, program and code updates to better integrate equity, climate, and housing needs into TRPA's TDR and growth management programs and related processes;

3. Conduct environmental analysis of recommended policy, program, and code updates, including recommending an environmental clearance process for infill housing that meets environmental standards;
4. Build community and regional agency capacity to meaningfully and equitably engage the community on planning, policy development, and programming;
5. Design and assist with implementation of meaningful community engagement throughout the timeframe of the project;
6. Create tools and document best practices to operationalize meaningful and equitable community engagement into the future work of the TRPA and partner entities.
7. Coordinating closely with TRPA staff, ensure complete and timely delivery of the approved work plan.

Existing Work and Previous Efforts

The project will draw from substantial existing work within the Tahoe basin and lessons learned both from within the region and from other regions. Recent, previous efforts are briefly summarized below.

Transportation Equity Study

TRPA recently completed the region's first ever Transportation Equity Study to develop equity-based transportation and engagement policies to better serve Lake Tahoe's communities and improve mobility within the Tahoe region. Through this study, TRPA identified and engaged transportation disadvantaged communities: zero vehicle households, seniors, low-income individuals, people with disabilities, youth, and BIPOC (Black, Indigenous, and People of Color). The study also engaged these groups at a geographic level, by engaging directly with members of the South Lake Tahoe community through the Family Resource Center, and with the Kings Beach community through the Sierra Community House and other social services organizations, which represent transportation disadvantaged people. The TRPA Governing Board endorsed the slate of proposed policies for inclusion in the next Regional Transportation Plan. Proposed policies and actions from the study are also intended to improve TRPA's engagement and outreach practices for the agency as a whole. These recommendations and the supporting analysis from the Equity Study (Attachment E) are expected to be carried forward and expanded upon in this proposal. See the Equity Study for information about Tahoe's racial and ethnic demographics, income, and other demographic information.

Tahoe Living Housing and Community Revitalization Working Group

In 2020, the TRPA Governing Board appointed a 20-member working group called the "Tahoe Living Housing and Community Revitalization Working Group" (a.k.a., Tahoe Living Working Group or TLWG) This working group is a committee of the TRPA's Advisory Planning Commission (APC) and is chaired by the Chair of the APC. This group includes representatives from different agencies and organizations with interest and/or specific expertise in housing issues in the Tahoe region: TRPA APC members, TRPA Governing Board members, local government representatives, the affordable housing industry, contractors, social service organizations, public lands managers, community land trusts, environmental organizations, large employers, real estate, and community collaboratives. The Tahoe Living Working

Group advises staff on actions needed to support housing choice, supply and affordability and convenes 2- 4 times per year.

TRPA staff is currently working with the Tahoe Living Working Group to complete the second of a three-phase "Housing Priority Actions" Agency Strategic Priority aimed at adjusting TRPA's policies, programs and regulations to support affordable and workforce housing development. The "Restoring Housing Justice" project is a major component of Phase 3 of these actions.

The three phases of the Tahoe Living Strategic Priority include:

Phase 1 – Facilitate Accessory Dwelling Units and Conversions of Tourist Units to Residential Development *(complete)*

Phase 2 – Market Solutions to Encourage Affordable and Workforce Housing Development *(in process)*

Phase 3 – Equity and Climate Assessment and Update of Key TRPA Programs, including the Transfer of Development Rights and Growth Management Systems *(the focus of this RFP)*

TRPA Governing Board and Committee Structure

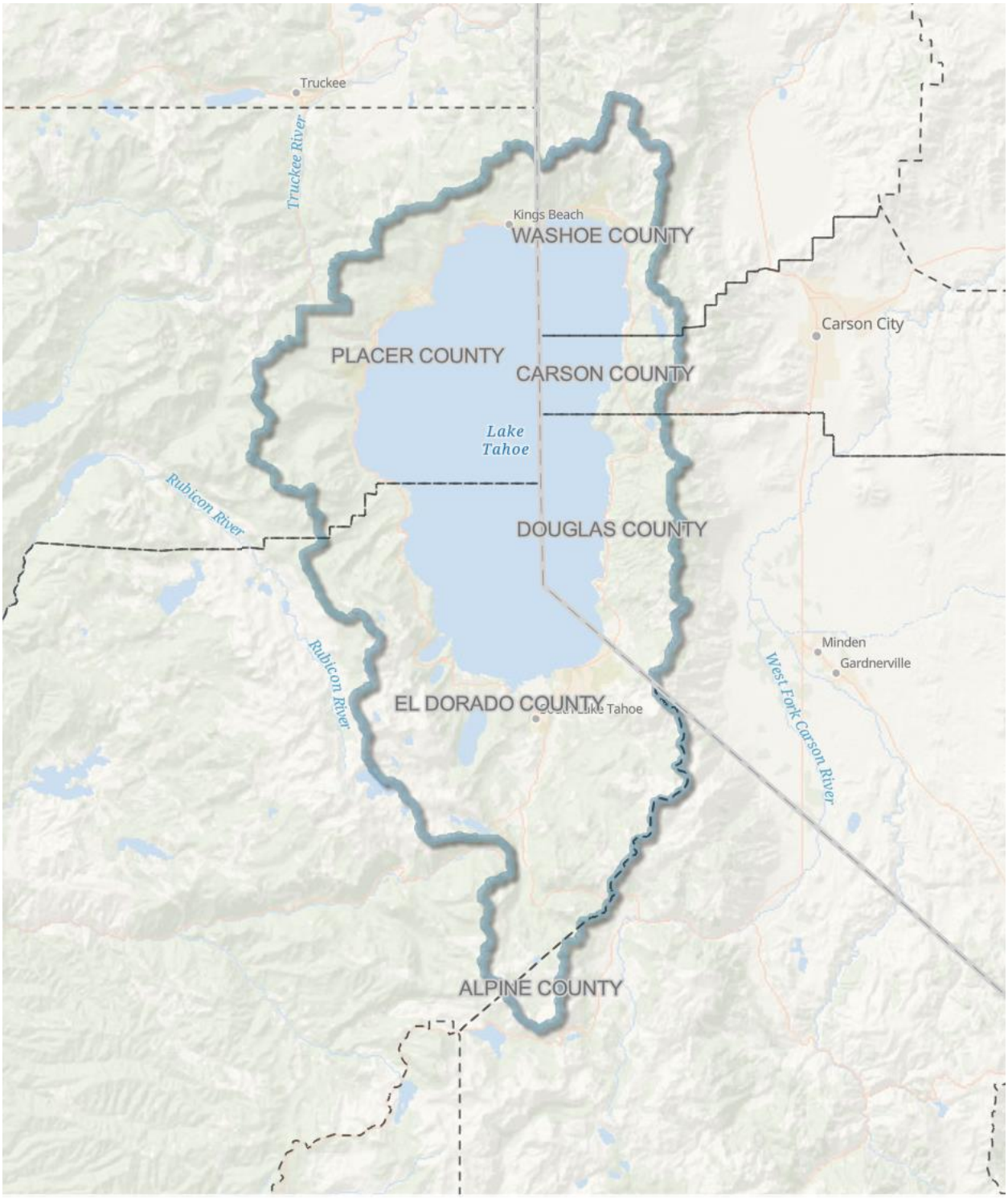
TRPA receives direction on decisions from a 15-member Governing Board and a 21-member Advisory Planning Commission, as well as many stakeholders and members of the public.

The Governing Board meets monthly and has created several committees of its own members to advise the full board on specific operational areas. One of these is the Regional Plan Implementation Committee (RPIC), which reviews changes to the TRPA Regional Plan, including the Goals and Policies, Rules and Procedures, and the Code of Ordinances. The RPIC meets as needed, but usually monthly.

The 21-member Advisory Planning Commission assists the Governing Board with technical and scientific issues. The Commission is made up of local planners, general members of the community, and other representatives who are experts in their fields. The APC also meets monthly.

Staff report preparation begins approximately one and a half months prior to each meeting and completed staff reports are posted one week prior to each meeting.

All Governing Board, APC, and committee meetings are open meetings and the public is encouraged to take an active role in the decision-making process.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WASHOE COUNTY
Carson City
PLACER COUNTY
CARSON COUNTY
Lake Tahoe
Rubicon River
DOUGLAS COUNTY
Minden
Gardnerville
Rubicon River
EL DORADO COUNTY
South Lake Tahoe
West Fork Carson River
ALPINE COUNTY

2. Project Description

Scope of Work

The "Restoring Housing Justice" project will update TRPA's development regulations to better integrate equity and climate goals by promoting housing supply, choice, and affordability and infill development. The project will use this assessment and update process to build regional capacity for on-going, culturally competent community engagement among regional agencies and the diverse communities that make up the Tahoe region. A key outcome of the project is a replicable TDR and growth management system based not only on conservation but leading to diverse housing types for the local community and a stronger, more resilient economy and community for all.

This RFP outlines the key deliverables (beginning on this page) and desired long-term outcomes for the region (Attachment A). Interested consultants should respond with a scope of work that achieves the key deliverables for the project timeframe, and that will help the agency to achieve the long-term outcomes.

TRPA staff has significant expertise and background knowledge applicable to the overall deliverables, and will be heavily involved in the process, relying on the consultant team to fill gaps in technical knowledge, racial equity training and community engagement, and management of subconsultants. See the "Resources Provided by TRPA" for a summary of anticipated TRPA staff contribution to the process. In the scope of work, the consultant should clearly delineate discrete work products that may be produced by TRPA staff to keep costs low. Depending on available resources, when finalizing the contract scope or individual task orders, TRPA and the consultant may negotiate which of these tasks the consultant will complete and which will be completed by TRPA staff. In the scope of work, the consultant should describe how consultant deliverables complement TRPA contributions and vice versa and how the work will be coordinated.

TRPA will consider submittals from consultant teams as well as individual consulting firms. As part of the RFQ portion of this solicitation, each subconsultant submitting as part of a project team will also be considered for qualification under the RFQ, and qualified firms will be eligible to bid on future RFPs related to this work. For the scope described below, TRPA anticipates selecting one consultant team to complete the work, however TRPA reserves the right to make a final selection that is a combination of firms submitting under different proposals, subject to agreement by all parties. TRPA will take into consideration the preference of firms that submit under one proposal to work together. TRPA reserves the right to divide the work into two or more separate elements and may use this RFP/RFQ to award some elements of the contract immediately, while qualifying other firms to bid on future contracts related to the project.

Consultant deliverables:

1. **Work Plan:** Develop a plan and timeline for identifying, refining, and gaining support for timely approval of the items in the scope. Oversee the deliverables as outlined in this RFP from start to finish, coordinating closely with TRPA staff.

a. Provide and manage a timeline of key deliverables based on each scope item, taking into consideration how and when to use the expertise of TRPA staff, the Tahoe Living Working Group and the input of the TRPA Governing Board and Governing Board committees to gain support for steps along the way prior to starting subsequent scope items (see item 1.e.).
b. Individual scope items should have discrete beginning and ending points, and TRPA staff will authorize the start of each individual scope item pending satisfactory completion of the necessary prior tasks.
c. Conduct bi-weekly coordination meetings with TRPA staff. Consultant should provide an agenda before and meeting minutes after these meetings, which will remain internal to the agency and do not need to be posted publicly.
d. Assist staff to prepare for and deliver informational and/or endorsement hearings to the TRPA Governing Board and/or committees as noted below after each project milestone to keep them apprised and involved in the process. One or more of these hearings may be in the form of a workshop, and members of the consultant team should plan to attend some of these hearings, as appropriate. It is anticipated that the TRPA Governing Board will also hold at least one hearing, prior to June 30, 2026, at which the Governing Board will provide direction on project elements to bring forward for consideration. This may be combined with one of the informational sessions or may be a separate meeting.
e. Plan for Governing Board consideration hearings of the final recommendations.

2. **Equity and Climate Assessment of TRPA's Programs and Processes:** Complete an equity and climate assessment of Tahoe's transfer of development rights (TDR) and growth management systems, development standards, and related processes as they relate to the provision of housing, infill development, environmental protection, and equitable and resilient communities. This can include but is not limited to stakeholder interviews and technical studies, including economic studies. To-date existing stakeholder input has identified that additional study and assessment may be needed in the following areas: development rights, coverage transfer and mitigation fees, the mobility mitigation fee, and TRPA's permitting process. This list is not intended to preclude additional topics that may be identified through the assessment process and the consultant team will be expected to explore other topics. The consultant should:
    a. Take into consideration existing studies, such as those listed in the attachments. The consultant may identify the need for additional data and/or updates to these studies, which should be gathered and analyzed within the scope of this project.
    b. Provide a scope of impacts and benefits of different housing types, based on their location, size, usage, vehicle needs and other factors, including second home use, so that these findings can be integrated into the incentive structure that underlies TRPA's TDR system, growth management system, mitigation fees, and permitting practices, including integration into TRPA's transportation model.
    c. While the outreach component of the assessment may yield additional input, aspects of climate change to be considered include how TRPA's TDR, growth management and other processes affect greenhouse gas emissions, particularly from residential land uses and how they affect preparedness across Tahoe's communities for climate-related events, such as wildfire or extreme weather events.
    d. Include research, outreach, and preparation of a report to be reviewed, at a minimum by the Tahoe Living Working Group and the full TRPA Governing Board. The report

should highlight problem areas and solutions to pursue. The Board will provide comments and direction to inform later work.

3. **Equity and Climate Policy and Code Recommendations:** Working closely with TRPA staff, recommend policy, program, and code updates to better integrate equity, climate, and housing needs into TRPA's TDR, growth management system and related processes. The recommendations should be more detailed than the solutions that arise from the assessment, but not fully refined. This can include but is not limited to:
    a. Developing recommended updates to the TDR and growth management systems and other identified barriers to housing development and infill development in regional policy and code.
    b. Economic analysis of recommendations for financial feasibility.
    c. The recommendations shall be presented to the Tahoe Living Working Group, Advisory Planning Commission, and full TRPA Governing Board for endorsement before beginning the next item in this scope as articulated in the approved work plan. Depending on the level of detail of the recommendations, TRPA staff may require presentation to the RPIC as well.

4. **Draft Policy and Code Updates.** Building upon the prior task, develop specific programs and/or redlined changes to the regional plan, code, etc.
    a. Present draft policy and code updates to the Tahoe Living Working Group, the Advisory Planning Commission, and RPIC for recommendations, and the TRPA Governing Board for consideration.

5. **Environmental Clearance Process.** Development of a TRPA and CEQA streamlined environmental compliance process for multi-family development. This would include an environmental documentation and review process that allows applications for qualified multi-family development that supports infill development and housing supply, choice, and affordability to verify environmental compliance through a more streamlined process.
    a. Consideration and endorsement of these changes by the committees and board can be paired with scope items 3 and 4.

6. **Community Engagement and Capacity Building**: Work with TRPA staff to involve Lake Tahoe's diverse communities throughout this project so that the final outcomes are inclusive and address the identified needs of the population. Provide racial and social equity training for TRPA. Successful elements of this process should be incorporated into the Community Planning Toolkit (Task 6.c), which will serve as a template for future processes. This deliverable should include:
    a. **Training:** Through one or more training sessions, build community and regional agency capacity to meaningfully engage with Lake Tahoe communities, particularly disadvantaged and historically underserved communities on planning policy, programming, and implementation.
        i. Work with TRPA staff to design one or more trainings for TRPA, including participant list, logistics and content.
        ii. Enhance TRPA's understanding of the importance of cultural competency, environmental justice, community engagement, and how to more

comprehensively address climate, housing, and economic development through an equity lens. This will provide the training and know-how to TRPA and, to the extent feasible, partner agencies to meaningfully address equity questions in grant applications, reports, and other state planning documents, including local jurisdictions' General Plan Housing Elements. To the extent feasible and reasonable, consider inclusion of outside agency staff in these training sessions, or provide tools for other entities through the Community Planning Toolkit task (below).

iii. Train a cadre of community members to participate in regional planning to ensure the vision for the Tahoe region is developed for everyone. This can include incorporating training opportunities for the community and agencies, in addition or related to point i, above, including members of disadvantaged and historically underserved communities. As with the training described above, this training should support stronger relationships between the community and regional agencies and empower regional agencies and local communities to build and advance their knowledge.

b. **Support community engagement:** Design and help implement the effort to conduct meaningful community engagement throughout the entirety of this project, including the equity and climate assessment; recommended policy, program and code updates; environmental review; and consideration and approvals. Successful strategies from this effort should be incorporated into Task 6c,[5] Community Planning Toolkit (see the "TRPA Resources provided" section for additional information on how TRPA will collaborate and assist the selected consultant). Engagement is expected to include, but is not limited to:

   i. Design and help implement a community engagement plan for the project as a whole drawing from recommendations in the Transportation Equity Study, as well as recommendations from other recent processes as appropriate such as those conducted by the California Tahoe Conservancy and Tahoe Prosperity Center. TRPA staff will participate to build long-term connections with the community. The earlier scope items as articulated above can utilize existing public engagement strategies from the Transportation Equity Study or other established TRPA strategies, while later steps may use more enhanced strategies developed by the consultant.

   ii. Review and build upon TRPA's existing stakeholder groups and partnerships. TRPA already engages with numerous groups and individuals around the region. TRPA will share how and with which stakeholder groups we currently engage, and the consultant will be expected to help TRPA expand upon this.

   iii. Provide meeting administration and support, including meeting facilitation, developing outreach and meeting materials, Spanish translation and meeting interpretation, and branding. Use engagement events as an opportunity to train TRPA and partner agency staff to help build community trust and agency capacity to conduct similar outreach efforts in the future.

[5] Amended October 9, 2023

iv. Recommend year-round opportunities for connections between elected and appointed officials and the community that will enhance public engagement beyond public comment periods at board and committee hearings.
v. Include identification of needed anti-displacement strategies in all engagements with communities.
vi. With TRPA, establish and support mutual partnerships with community-based organizations through meaningful incentives, such as direct grants, stipends or compensation for expertise. Funding to support this need throughout the project should be incorporated into the proposal. This can also include funding for food and childcare at meetings with the public.
vii. Bring community engagement plans to the Advisory Planning Committee and Governing Board for endorsement.

c. **Community Planning Toolkit**: The Community Planning Toolkit deliverable is multi-faceted and flexible and should draw from work in 6a and 6b,[6] above. The toolkit should include best practices and recommendations for operationalizing meaningful, integrated community engagement into the future work of the TRPA and partner entities. Examples could include, but are not limited to recommendations for on-going, two-way engagement, particularly with disadvantaged and historically underserved communities; Tahoe-specific metrics for understanding disadvantaged communities; and creation of multi-lingual handbooks or web-based tools for making elements of TRPA's code or promotional materials more user-friendly for different community groups. TRPA should be able to utilize the toolkit to develop project-specific community engagement plans as needed in the future.
    i. Provide tools, templates, and frameworks for community engagement, tools that help communities use TRPA services, and other tools.
    ii. The toolkit should be developed to fit the local and neighborhood context of the region, be based on community engagement within the neighborhoods and communities, identify how they would be more likely to engage, and reflect the services needed. The toolkit should build on the foundation of the Transportation Equity Study and will need to include close coordination with TRPA staff who were involved in the Transportation Equity Study.

7. **Environmental Analysis:** Complete a TRPA environmental analysis consistent with Article VII of the Bi-State Compact, including alignment with California Environmental Quality Act (CEQA) for the proposed plan policy, code, and program changes. Although TRPA is not a CEQA lead agency, consistency with CEQA Guidelines, Appendix G, should be included in the environmental analysis so that California jurisdictions in the Tahoe region may draw from this language in preparing subsequent environmental documents when updating Area Plans to incorporate new TRPA requirements or incentives.
    a. The environmental analysis should assume environmental review of at least three alternatives, including the status quo alternative.

[6] Amended October 9, 2023

b. The analysis should be closely coordinated with the 2025 Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS) environmental analysis, which is solicited through RFP #240008 which is anticipated to be posted in October 2023.[7] Consider areas of overlap that may lead to cost savings for both contracts.

c. Land use scenario development, forecasting and transportation modeling will be completed by TRPA.

Please note that the attached grant proposal in Attachments B and C contains significant additional background information and detailed concepts that may be incorporated into the scope. Interested consultants should review the grant application in its entirety.

[7] Information about RFP #240008 is anticipated to be posted on the TRPA webpage before this RFP closes. Please submit your firm's contact information to TRPA if you would like to be informed directly of any updates related to this RFP.

Timing

The timeframe for this project is January 2, 2024 to December 31, 2026.

The project should have a package ready to present at a Governing Board hearing to be scheduled prior to June 30, 2026 at which the Governing Board is asked to provide direction on project elements to bring forward for consideration. Final recommendations for approval by other TRPA Governing Committees and final consideration may occur after that date but must be completed no later than December 31, 2026.

All REAP grant funds must be expended by June 30, 2026. Invoices for final work may be required to be submitted significantly earlier (e.g., January 2026). An additional amount, not to exceed $20,000, may be budgeted for after June 30, 2026, to see the project through to completion, but only if needed for a quality product.

Budget

Consultants may refer to the grant award and application for an understanding of the scale of the project. TRPA will retain between 30 – 50 percent of the total grant award for staff costs and other grant-related expenses. The consultant may bid this contract as a fixed-price contract, time and materials including a not-to-exceed amount, or a combination of both. TRPA may set up the final contract with "milestone payments" based on successful completion of deliverables throughout the course of the project. The cost estimate must include:

- Not-to-exceed amount for each of Tasks 1-7 above. TRPA will authorize later items in the scope after satisfactory completion of earlier items. Later scope items may be adjusted depending on outcomes that emerge from earlier items.
- A table of hourly rates that will apply for the duration of the project timeframe, and which may be used for adjustment of the scope or addition of tasks throughout the project.
- All expenses must agree with funder guidelines, available athttps://www.hcd.ca.gov/sites/default/files/docs/grants-and-funding/reap/reap-2-0-hit-final-nofa-guidelines.pdf, and funding agreement terms. Funding agreement terms will be made available at a later date.

Resources Provided by TRPA to the Project

TRPA has significant staffing and other resources to commit to this project, some of which will be paid for through general funds and some of which will be paid for through the HIT grant funds. TRPA planners have extensive knowledge of TRPA's transfer of development rights system, growth management system, mitigation fees, GIS analysis, existing community engagement processes, past work and other aspects of the TRPA's code and how it interacts with state and local regulations. HIT grant funds not dedicated to the consultant contract will be reserved for TRPA staff, other contracts, and the provision of possible software or data purchases by TRPA that may be recommended through this process. TRPA may have other resources to offer that are not listed here.

Planners:
Staff support from TRPA Senior and Principal Planners will be made available. Collectively the potentially available staff have expertise related to this project including leading Phases 1 and 2 of the Tahoe Living Strategic Priority, working on regional and local plan policies, working on climate-related and general code amendments, processing permits for housing-related projects, working with local governments on area planning, the Transportation Equity Study, transportation and transit planning, and environmental analyses. TRPA staff anticipates contributing in these areas:

i. Helping develop and implement the community engagement process
ii. Facilitating meetings, including Tahoe Living Working Group meetings and meetings with community groups
iii. Oversight of Sierra Nevada Americorps Program (SNAP) member (see below)
iv. Conducting and helping craft a stakeholder interview process
v. Synthesis of background materials and existing work completed to-date
vi. Code writing
vii. Development of toolkits, particularly those related to interpretation or use of TRPA policies and codes
viii. Dissemination of results

GIS, Research and Analysis:
TRPA has the capacity to provide in-depth analysis and mapping through the agency GIS Program. In addition, TRPA has reserved grant funding to pay for development of spatial or other tools which could be used to help communities visualize and engage on proposed policy changes. Proposals may, but are not required to, advise on the use of such tools and their efficacy for community engagement over the long-term. If an applicant would like to rely on the development of a Tahoe-specific suite of these tools in their proposal they should describe how such tools would be used, and TRPA will consider dedicating reserved grant funds for this purpose.

Communications:
In addition to the agency Communications Department staff who will be available on a very limited basis, TRPA will provide a Community Engagement Assistant in Years 1 and 2 of this project through the Sierra Nevada Americorps Program (SNAP) to assist with setting up and supporting meetings, running a TRPA booth at events, reviewing outreach materials, producing eNews, and general outreach and engagement support. The Community Engagement Assistant is anticipated to have approximately 1,500 hours to devote to this project each year.

Other TRPA Resources:
Limited staff resources with other expertise (e.g., permit processing, paralegal, etc.) can be made available. If there are other TRPA resources that are needed, please identify them in the proposal.

Partners:
TRPA worked closely with local partners and the Tahoe Living Working Group on development of the grant application and deliverables. The California jurisdictions, including staff from the City of South Lake Tahoe, El Dorado County, and Placer County were heavily involved in the application development and will remain involved as advisors throughout the process. They may be called upon to advise on existing materials and processes such as General Plan, Housing Elements (and other relevant Elements), Area Plans, and existing and planned community engagement processes, as well as stakeholders with insight into the equity and climate gaps of TRPA's TDR and growth management system.

3. RFP Schedule & Submission Process

Public Records:

The documents submitted in response to this RFP should be considered public information and subject to disclosure. Restrictions on any information submitted, with the exception of the detailed breakdown of hourly rates, may render a bid non-responsive.[8]

TRPA assumes no contractual obligation to enforce any exemption on behalf of a respondent to the RFP.

RFP Coordinator:

Upon release of this RFP, all communications concerning this proposal request should be directed to the RFP Coordinator listed below. All written questions and requests for clarification must be received by the deadline on the RFP schedule listed below. Email shall have the subject stating: **"RFP INQUIRY – RFP #240005 Restoring Housing Justice**." Responses will be posted to the website trpa.gov/contact/request-for-proposals/ in accordance with the RFP schedule listed below. The respondent should rely only on written statements issued by the RFP Coordinator.

Karen Fink
Tahoe Regional Planning Agency
PO Box 5310
128 Market Street, Suite 3A
Stateline, NV 89449
775-589-5258
kfink@trpa.gov

[8] Amended October 12, 2023

Request for Proposal Schedule:

TRPA anticipates the following schedule, which is subject to change:

Date of Announcement:	September 26, 2023
Submittal of Firm name to be included on public list, if interested (see Terms and Conditions)	September 26 – October 12, 2023
Submittal of contact information to receive updates on the RFP and future RFPs	September 26, ongoing
Bidding Firms' Questions Due:	October 5, 2023, 11:59 PM PST
Questions and Answers posted to www.trpa.gov	October 12, 2023
Deadline for Proposal Submissions:	October 31, 2023, 11:59 PM PST Sealed
Proposals Opened:	November 1, 2023
Notification of Consultants for Interviews:	November 13, 2023[9]
Consultant Interviews (Hybrid Virtual/In-Person):	November 27-December 1
Anticipated Award of Contract:	December 15, 2023
Commencement of Work:	January 2, 2024

Late proposal submissions will not be considered and will be returned unopened to the sender.

Proposal Submission:

Electronic submission of proposals via email, file transfer, or other method is preferred. RFP and cost proposals must be submitted separately, and the cost proposal will only be opened for proposals that meet format requirements. Send electronic submittals to bids@trpa.gov with the subject line "**DO NOT OPEN – RFP #240005 Restoring Housing Justice RFP Response [lead firm or organization name]**" and "**DO NOT OPEN – RFP #240005 Restoring Housing Justice RFP Cost Proposal [lead firm or organization name]**".

Mailed submissions will not be accepted.

All opened proposals and accompanying documentation become the property of TRPA and will not be returned. Any late proposals will be returned unopened.

Terms and Conditions:

- TRPA reserves the right to amend the RFP schedule or issue amendments to the RFP at any time. TRPA also reserves the right to cancel or reissue the RFP, to reject any or all proposals, to waive any irregularities or informalities in the selection process, and to accept or reject any item or combination of items. TRPA reserves the right to request clarification of information from any bidder or to request supplemental material deemed necessary to assist in the evaluation of the proposal. TRPA reserves the right to accept any agreement deemed by the agency to be in its

[9] Amended October 12

best interest. This RFP does not obligate the TRPA to accept or contract for any expressed or implied services.

- In the event that the bidder to whom any services are awarded does not execute a contract within thirty (30) calendar days after TRPA approval, TRPA may give notice to such bidder of intent to award the contract to the next most qualified bidder or to call for new proposals and may proceed to act accordingly.

- TRPA will not reimburse any bidder for any of the costs involved in the preparation and submission of responses to this RFP or in the preparation for and attendance at subsequent interviews.

- Selected consultant(s) will be expected to sign the TRPA Standard Two-Party Contract agreement listed on trpa.gov/contact/request-for-proposals/. Any desired edits to this agreement should be included in the Contractor's proposal. Desired edits may not be accepted by TRPA.

- The Consultant or its employees may be subject to the provisions of Article III (a)(5) of the Tahoe Regional Planning Compact (P.L. 96-551, 94 Stat. 3233, Cal. Gov't Code Section 66801, N.R.S. 277.200), which requires disclosure of any defined economic interest and prohibits such persons from attempting to influence Agency decisions affecting certain economic interests.

- Bidder shall thoroughly examine and be familiar with these terms and conditions of the TRPA Consultant Services Agreement. The failure or omission of any bidder to receive or examine this document shall in no way relieve any bidder of obligations with respect to this proposal or the subsequent contract.

- Bidder must certify to the best of its knowledge and belief that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency. TRPA will verify bidders' status by checking the SAM system.

- All subcontractors, if any, used by the selected consultant will require prior written consent of TRPA and will be subject to all provisions stipulated in the TRPA Consultant Services Agreement. Bidding firms should view the TRPA website at https://www.trpa.gov/contact/request-for-proposals/ for consulting firms who have indicated interest in bidding on this proposal and have requested that their firm name be made available to other interested firms. Inclusion on this list of interested firms should not be construed as endorsement by TRPA or any indication of qualifications, nor does the existence of the list indicate exclusion for any firm not listed.

- This contract will be funded by federal and state grant awards and is subject to federal and state grant award requirements including, but not limited to, cost principles and administrative regulations including but not limited to travel and per diem rates, mileage rates, and allowable cost requirements.

4. Minimum Required Proposal Contents

Minimum Required Proposal Contents:

All proposal responses should address the matters below.

Main Proposal

1. Definition of the Project: Indicate your understanding of the Project objectives.

2. Project Approach and Scope of Work: Describe how the Project will be managed, implemented, and evaluated to accomplish the objectives and requirements outlined in this request. Where the consultant will rely on TRPA for input, such as for a summary of existing stakeholder outreach to-date, the scope of work should clearly delineate the product expected from TRPA and related products that will be delivered by the consultant. In addition to what would typically be included in the Scope of Work, describe:

    a. Your public engagement strategy and measure(s) of success
    b. An overview of the basic content of capacity building training program
    c. How community engagement will build on existing work, such as the Transportation Equity Study and other processes
    d. How equity and climate gaps in TRPA's policies will be ascertained
    e. Timeline for completion of all tasks by the deadlines listed in the Scope of Work section, above.

3. Team Organization: Describe how the project team will be organized to facilitate effective management, implementation, and evaluation and how the organization will incorporate TRPA resources.

4. Team Experience: Describe the team's experience with:

    a. Community Engagement and Capacity Building:
        i. Evaluation of government policies with respect to their impact on housing choice, racial and social equity, environmental impacts, or other impacts.
        ii. Experience providing racial and social equity training to government employees, elected officials, and the public.
        iii. Experience engaging community groups, particularly disadvantaged and historically underserved communities, and creating plans for on-going community engagement and capacity building.
        iv. Experience managing multi-faceted policy updates that include engagement with a variety of committees, boards, community-based organizations, and the public at large.
        v. Understanding of the community dynamics in the Lake Tahoe region or how gaining that understanding that will be addressed
        vi. Experience engaging with multi-lingual communities and conducting workshops and public outreach in other languages, particularly Spanish.
    b. Policy, Program, and Code Development:

i. Experience developing regional, local, or state policies, codes and programs, including zoning, transfer of development rights, and growth management
ii. Understanding of California and Nevada State Law, particularly related to mitigation and impact assessment
iii. Understanding of the TRPA Compact, Regional Plan, and Area Plans

c. Environmental Analysis:
i. Experience with TRPA and California Environmental Quality Act (CEQA) environmental review.
ii. Experience drafting joint TRPA and CEQA environmental review documents.
iii. Understanding of California and Nevada State Law, particularly related to mitigation and impact assessment
iv. Experience with use of TRPA's transportation model or similar models to evaluate environmental impacts.

Please include team resumes for this item.

5. Related Projects: Describe at least[10] three similar projects the consultant has completed successfully (within budget and the allotted timeframe), how these relate to or are similar to this proposal, and whether any of those projects were based on work in the Tahoe region.

6. References: For each subconsultant and primary consultant, provide a minimum of three (3) client references of similar sized and/or governmental accounts which the bidder has served in a similar capacity over the past four years and/or is currently serving. Provide a contact person, telephone number, and email address for each reference customer.

Cost Proposal

1. Schedule and Cost: Provide a timeline and itemized cost based on the Scope of Work section Please provide a bid guarantee through April 30, 2024. The bid guarantee only specifies to what date the bid is valid. The cost and deliverables should apply to the duration of the project timeframe.

W-9 and Proof of Insurance

Submit a completed IRS form W-9. Proof of Insurance will be required if selected under this RFP for a contract award. TRPA contract insurance requirements are outlined in the TRPA Standard Two-Party Contract, available here https://www.trpa.gov/wp-content/uploads/documents/archive/TRPA-Standard-Two-Party-Contract.pdf.

5. Notification and Selection Process

Review of Proposals

[10] Amended October 9, 2023

After the deadline date the Agency shall review and evaluate all proposals for responsiveness to the RFP to determine whether the bidder possesses the professional qualifications necessary for the satisfactory performance of the services required, and the Agency may request clarifications of proposals directly from one or more bidders. In reviewing the proposals, the Agency will consider the following:

1. The experience and past performance of the bidder and its agents, employees, and sub-consultants in completing projects of a similar type, size, and complexity.

2. The Bidder's timely and accurate completion of similar projects within budget.

3. Bidder's understanding of the work to be completed based upon the clarity of the proposal and responsiveness to this RFP as reflected in the proposed scope of work.

4. The feasibility of the proposal to provide the deliverables as scheduled and within budget based upon the performance and cost schedules, and the methodology to be used by the bidder.

5. The Proposer's fluency in multiple languages, particularly Spanish.

6. Bidder's inclusion of at least one member of the community engagement team that is based in the Tahoe Region or surrounding communities (for ease of meeting facilitation and interaction with Tahoe communities).

7. Bidder's proposed changes to language for the TRPA Standard Two-Party Contract.

8. Bidder's inclusion of small, minority, disabled, and women owned business enterprises. Accordingly, the TRPA strongly encourages small, minority, disabled, and women owned businesses to reply to this RFP and submit Small Business Enterprise (SBE), Disadvantaged Business Enterprise (DBE), Women Business Enterprise (WBE), Disabled Veteran Business Enterprise (DVBE), or similar certifications as an attachment to this RFP.

9. The value of the services offered compared to the cost ("best value" method of proposal evaluation).

TRPA anticipates weighting the proposals using the following general framework (the final scoring rubric may be more detailed):

Proposal Component	Weighting
Community Engagement and Capacity Building Experience and Proposed Tasks, including inclusion of DBE firms (see 1-10 above)	40%
Knowledge of TRPA Compact, Regional Plan, Area Plans, and Code of Ordinances	20%
Environmental Analysis Experience and Proposed Tasks	20%
Policy, Program, and Code Development Experience and Proposed Tasks	20%

Award of Agreement

Upon completion of the review period, the Agency shall notify those bidders whose proposals will be considered for further evaluation and negotiation. All notified bidders may be required to make presentations and negotiate in good faith in accordance with direction from the Agency. Any delay caused by bidder's failure to respond to direction from the Agency may lead to a rejection of the proposal.

If the Agency determines, after further evaluation and negotiation, to award the Agreement, the TRPA Two-Party Contract Agreement shall be sent to the successful bidder for the bidder's signature. No proposal shall be binding upon the Agency until after the Agreement is signed by duly authorized representatives of both the bidder and the Agency.

Should the selected bidder and TRPA be unable to agree to the terms of a contract within thirty (30) calendar days after TRPA approval, TRPA will reserve the right to disqualify the consultant and select another qualified bidder. Should this process not result in the hiring of a consultant, the RFP may be reissued.

The Agency reserves the right to reject any or all proposals, and to waive any irregularity. The award of the Agreement, if made by the Agency, will be based upon a total review and analysis of each proposal and projected costs.

TRPA will contract with the bidder that will best accomplish the project objectives for the best value and in the best interests of the Agency.

Attachments

Grant-related materials:

A. Summary of Long-Term Outcomes Expected from the Project (below)
B. TRPA's "Restoring Housing Justice" grant proposal to the State of California – word version with complete answers showing
C. TRPA's "Restoring Housing Justice" grant proposal to the State of California – Excel version.
D. CA HCD REAP 2.0 HIT NOFA for information about funding agreement requirements: https://www.hcd.ca.gov/sites/default/files/docs/grants-and-funding/reap/reap-2-0-hit-final-nofa-guidelines.pdf

Community-Engagement and Equity Studies/Plans

E. TRPA's Transportation Equity Study: https://www.trpa.gov/wp-content/uploads/FINAL-Equity-Study-with-Appendix.pdf
F. TRPA's Public Participation Plan: https://www.trpa.gov/rtp/#participation (undergoing an update which will be completed by January 2024)
G. California Tahoe Conservancy's Equity-Focused Community Engagement (link to RFP: https://tahoe.ca.gov/rfp-equity-focused-community-engagement/)

H. Tahoe Prosperity Center's Community Economic Resilience Fund (CERF) Outreach Effort: https://tahoeprosperity.org/cerf/

Transportation

I. 2020 Regional Transportation Plan: https://www.trpa.gov/rtp/

Housing Needs Assessments

J. South Shore Housing Needs Assessment, 2019: https://tahoeprosperity.org/housing-tahoe/
K. Washoe Tahoe Local Employee Needs and Opportunities, 2021: https://tahoeprosperity.org/housing-tahoe/
L. North Tahoe Truckee Regional Housing Implementation Plan, including update to housing needs data, 2021: https://www.mountainhousingcouncil.org/wp-content/uploads/2021/10/201087_MHC-RHIP_2021Oct15_PublicReviewDraft.pdf

Tahoe Living Housing and Community Revitalization Working Group (TLWG) Staff Reports

Many of the outcomes and recommendations of the TLWG have been summarized and synthesized into the HIT grant application in Attachments B and C. However, there are additional materials available such as the results of a financial feasibility analysis, "Missing Middle" presentation, etc.

H. Tahoe Living Housing and Community Revitalization Working Group webpage: https://www.trpa.gov/tahoe-living-housing-and-community-revitalization-working-group-2

Sustainability/Climate-Related Plans[11]

I. TRPA's Climate Resilience webpage provides links to several key studies. Find the studies below at: https://www.trpa.gov/programs/climate-resilience/
    a. Sustainability Action Plan
    b. EV Readiness Plan
    c. Climate Vulnerability Assessment

[11] Added October 12, 2023

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Attachment A – Summary of Long-Term Outcomes Expected from the Project

Beyond the deliverables outlined in the grant, this project is anticipated to contribute significantly to the following regional outcomes over the long-term:

- Change in built form that leads to:
  - Accelerating redevelopment away from auto-oriented development toward compact redevelopment in town centers and conservation outside town centers.
  - Achieve and potentially exceed Sustainable Community Strategy (SCS) goals, including reducing vehicle miles traveled (VMT) and increased housing supply, choice and affordability
  - Increase in housing density in town centers and within 1/2 mile radius of transit stops

- Increased community resiliency including, but not limited to:
  - Increased trust and two-way engagement between regional agencies and local communities
  - Increased reflection of community concerns in project and program outcomes
  - Reduction in percent of total household budget spent on transportation costs
  - Increase in number of new deed-restricted affordable, moderate, achievable and non-deed-restricted rental units provided since August 2020
  - Increase in the rate of new housing units by size and affordability provided each year
  - Greater leveraging of both private and public sources of funds

- Increase housing supply, choice and affordability
  - Increase in number of new deed-restricted affordable, moderate, achievable and non-deed-restricted rental units provided since August 2020
  - Increase in the rate of new housing units by size and affordability provided each year
  - Reduce average permitting time for multi-family housing and ADU projects
  - Reduce average permitting cost for multi-family development and ADUs, per square foot, compared to average permitting cost for single-family development
  - Direct as many of the approximately 4,000 remaining residential development rights into deed-restricted affordable, moderate, achievable,[1] and non deed-restricted "affordable by design" housing supply in multi-modal communities.

Please note that the grant proposal in Attachment B contains significant additional background information and detailed concepts. Interested consultants should review the grant application in its entirety.

[1] "Achievable" is a Tahoe-specific definition for deed-restricted housing designed for households who make more than the state-designated "affordable" or "moderate" income limits but are still challenged to find housing

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B. Application Budget Overview

Health & Safety Code 50515.08(c)(1)(A) & Guidelines 301(A)(1-3)

In the space below, provide a high-level proposal description summary for the REAP 2.0 program proposal (500 word limit).

Restoring Housing Justice in a Tourist Destination: Integrating Housing, Equity and Conservation to Build Resiliency at Lake Tahoe

Restoring Housing Justice in a Tourist Destination: Integrating Housing, Equity and Conservation to Build Resiliency at Lake Tahoe

High in the Sierra Nevada, Lake Tahoe is one of the world's largest, deepest, and clearest mountain lakes. Renowned throughout the world, Lake Tahoe is federally protected as an Outstanding National Resource Water. The region, part of the ancestral lands of the Washoe Tribe, now attracts nearly 15 million visitors every year, especially from the growing Bay Area and Sacramento metropolitan areas. The economic effects of growing visitation, coupled with increased impacts from climate change, threaten Lake Tahoe's diverse community and valued environment.

To encourage conservation of the waters and area in and around Lake Tahoe, the United States Congress and the States of California and Nevada established the Tahoe Regional Planning Agency (TRPA) through the Bi-State Compact (Public Law 96-551) in 1980. As a bi-state regional environmental planning agency, TRPA has land use planning authority over the area within Lake Tahoe's watershed (the Tahoe basin). TRPA's jurisdiction (see graphic, below) straddles the California and Nevada border, and consists of portions of five counties, one incorporated city, and more than 40,000 private properties. TRPA also serves as the Tahoe Metropolitan Planning Organization (MPO) for the region and thus has a unique combination of regional land use and transportation planning authority. To protect, preserve and enhance Lake Tahoe for both the residents and visitors to the region, TRPA has adopted some of the strictest environmental protections in the United States.

This proposal builds off TRPA's more than 50 years of experience with two key regulatory systems: the Transfer of Development Rights (TDR) and growth management programs. These programs accomplished important environmental goals of restoring sensitive lands and slowing the loss of lake clarity, but there have also been unintended consequences, such as an increase in the development of large, vacation-oriented luxury homes to the near-exclusion and even demolition of low and moderate income housing types. Those who work in Lake Tahoe find it increasingly difficult to live in the basin.

Through the HIT grant, TRPA and our regional partners propose to:

- Transform Tahoe's TDR and growth management programs to address equity, climate change impacts, and housing choice and affordability;
- Develop an environmental clearance approval process for infill multi-family development that supports housing supply, choice, and affordability;
- Build community and regional agency capacity to meaningfully engage on planning and implementation policy and programming, increasing community resiliency and inclusivity;
- Disseminate results throughout the region and the state.

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The proposal will draw from substantial existing work within the Tahoe basin and lessons learned from other regions. As a watershed with a complexity of jurisdictions and interests, the Tahoe region can serve as a model for other areas seeking to integrate conservation, housing, and equity to promote regional prosperity for all.

Note: This tab will autopopulate using your responses under the "Proposed Use" tabs. Do not type your responses directly into this tab.

SEE ATTACHMENT

-	-	-	**REAP Amount**	**Other Non-REAP Amounts**	**Total Amount**	
-	-	**Total budget for all Proposed Uses:**	**$ -**	**$ -**	**$ -**	
-	-	-	-	-	-	

C. Program Priorities

Guidelines 301(A)(1)

Use the space below to identify your program priorities. In your response, include the following:

i. How each priority was determined by outreach

ii. How priorities reflect and are consistent with:

a. REAP 2.0 Goals and Objectives

b. Inter- and Intra-regional coordination

c. Geographic Equity

d. Appropriate blends of planning and implementation activities

"Restoring Housing Justice" Proposal Priorities:

- Integrate equity and climate goals into key land use programs
- Provide a scalable model for addressing housing, equity, and conservation in sensitive environments with housing market pressure
- Build capacity for on-going, meaningful two-way engagement between communities and agencies, particularly disadvantaged and historically underserved communities
- Reduce vehicle miles traveled (VMT)
- Significant change in land use patterns

Priorities arose through outreach associated with four main efforts:

- The Tahoe Living Housing and Community Revitalization Strategic Initiative
- Local Jurisdiction Housing Element Updates
- REAP-specific outreach
- Initial outreach related to the Lake Tahoe Transportation Equity Study (final results due June 2023)

See below under [b] for more information on these outreach efforts.

Note: This proposal refers to both the "Tahoe basin" and the "Tahoe region." The "Tahoe basin" includes the watershed that drains into Lake Tahoe and is the area of TRPA's planning authority. The "Tahoe region" may refer more generally to people and communities both in the basin and nearby, such as areas within the commute-shed, such as Truckee, California, and the Carson Valley, in Nevada.

Priorities reflect and are consistent with:

a) REAP 2.0 Goals and Objectives. The priorities reflect and are consistent with REAP 2.0 Goals and Objectives by integrating equity and climate considerations into key land use policies, while building the region's capacity for community engagement and inclusion. This transparent, inclusive analysis and update of the main regulatory framework that affects the Lake Tahoe basin's land use pattern will help the region achieve and potentially exceed Sustainable Community Strategy (SCS) goals, ensuring that planning and implementation outcomes significantly contribute to VMT reduction, housing supply, choice and affordability, infill development, and Affirmatively Furthering Fair Housing (AFFH).

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The priorities will increase the capacity of regional entities in addition to disadvantaged and historically underserved communities to implement more participatory planning and implementation processes, and to increase community resiliency.

b) Intra-regional coordination – The Tahoe Living Housing and Community Revitalization Strategic Initiative, the Transportation Equity Study, and the REAP-specific outreach all specifically included inter-regional input and coordination. The Tahoe Living Housing and Community Revitalization Strategic Initiative is supported by a 20-member working group (Working Group), appointed by the TRPA Governing Board. This Working Group is set up to have balanced regional representation, including representatives from the North and South Shores, California and Nevada, as well as representatives from local government, the TRPA Governing Board, public lands managers, affordable housing developers, a community land trust, social service providers, community-based organizations, local builders, employers, realtors, community collaboratives, and the environmental community. The Transportation Equity Study was based on engagement with representatives from around the region, including social service organizations, homeless services providers, fire and transportation districts, Barton Hospital, churches, and K-12 and community college school districts, as well as direct engagement in English and Spanish at community events and standing meetings, such as Spanish language parent-groups. The REAP-specific outreach included representatives from all three local jurisdictions on the California side of the Tahoe basin (City of South Lake Tahoe, Placer County, and El Dorado County), and community-based organizations based in both the North Shore and the South Shore, as well as the Washoe Tribe.

c) Geographic Equity – The main deliverables of the “Restoring Housing Justice” proposal are an Equity and Climate Assessment of TRPA’s TDR/growth management program, corresponding code updates, and the Community Planning 101 Capacity-Building Toolkits. TRPA’s codes are applied basin-wide, thus the deliverables will be applied across the geographic area. Likewise, the Community Planning 101 Toolkits will be designed for basin-wide applicability and applicability outside the region.

d) Appropriate blend of planning and implementation – The Tahoe basin’s greatest constraints in providing housing choice and affordability are still closely tied to land use policies that, while intended to provide environmental protections for the basin, over time have skewed development toward large, expensive auto-oriented homes. Updating planning requirements, building regional agency and community capacity for two-way engagement, addressing displacement risk and updating environmental clearance requirements for projects that advance the Sustainable Communities Strategy (SCS) will accelerate housing production and reduce barriers to meeting regional housing needs and reducing VMT. Thus, the consensus among the partners was that a planning- and capacity-building proposal is appropriate in order for local jurisdictions to better align with statewide planning priorities and enhance the Tahoe basin’s capacity to deliver housing and compete for climate, housing, and other funding types. Overall, this will be regionally transformative and develop a model that integrates TDR, climate resiliency and housing choice and affordability to advance a region for all.

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D. Threshold Requirements - Proposed Use #1								
HSC 50515.08(c)(1)(E) , HSC 50515.08(G), & Guidelines 203								
Threshold Requirement A and B: The application must reference all of the following categories of allowable uses of the funds (check one or more):								
X	Providing direct benefits for and within Disadvantaged and Historically Underserved Communities							
X	Improving place based strategies to encourage community revitalization that positively impact Disadvantaged and Historical Underserved Communities							
Threshold Requirement C: The application shall reference one or more of the following categories of allowable uses of the funds (check one or more):								
X	Accelerating infill development that facilitates housing supply, choice, and affordability.							
X	Supporting residents through realizing multimodal communities.							
X	Reducing driving through shifting travel behavior.							
X	Increasing transit ridership							
Proposed Use Details, Timeline, and Budget								
Include high-level tasks, major sub-tasks (e.g. project milestones like construction groundbreaking, funds fully expended, etc.), REAP 2.0 budget amounts, beginning and end dates, and deliverables. For sub-tasks including Housing predevelopment costs, provide a schedule of actions including all steps necessary for project completion.								
Activity Type	**Activity No.**	**Activity Title**	**Deliverables**			**Notes**		
Proposed Use	**1**							
	< Add Subtask							
Activity Type	**Activity No.**	**Estimated Start Date**	**Estimated End Date**	**REAP 2.0 Amount**	**Other Non-REAP 2.0 Amounts**	**Total Amount**		

Proposed Use	**1**					**$ -**		
0						FALSE		
0						FALSE		
0						FALSE		
0						FALSE		
0						FALSE		
0						FALSE		
0						FALSE		
0						FALSE		
0						FALSE		

Question 1: Explain how the Proposed Use directly benefits and is located in Disadvantaged and Historically Underserved Communities. [Threshold Requirement A]

Tahoe remains unaffordable for too many of our residents. The "Restoring Housing Justice" proposal will analyze and update regional codes that affect disadvantaged and historically underserved communities throughout the entire Tahoe basin, to lay a more equitable foundation to develop communities of opportunity. Studies show that high opportunity neighborhoods, and/or regions, have better outcomes for children but tend to not build enough housing which contribute to worsening housing affordability in the region. The Tahoe basin as a whole experiences a high housing cost burden and high levels of displacement due to limited housing development and the second home market pressure while facing disproportionate impacts of California's climate crisis.

The Tahoe Prosperity Center's "Envision Tahoe" analysis reports that Tahoe median home prices tripled in nine years, from $345,000 in 2012 to $950,000 in 2021, while the number of total housing units has only increased by 1%. The availability of homes for local workers is on a downward trend, with approximately 3,200 homes becoming "vacant" (presumably shifting to vacation or seasonal use) between 2010 and 2017 alone. New development supplied less than 200 homes in a range affordable to low- or moderate-income households region-wide over the last decade.

Nearly all of South Lake Tahoe as well as part of the Kings Beach neighborhood in Placer County have been identified as "moderate resource" areas on the 2022 TCAC/HCD Opportunity Area Map. In portions of the City of South Lake Tahoe, there is concentrated poverty that corresponds with a larger percentage of non-White residents and renters. Adjacent neighborhoods have higher incomes showing the growing income gap in the region that has ripple effects on housing cost burden, overcrowding, and other fair housing issues.

The TDR/growth management program has been identified by the Tahoe Living Working Group as a priority to address as TRPA's analysis indicates that the system tends to disproportionately benefit those building and purchasing large, single-family homes oriented toward vacation uses, rather than benefiting low and moderate income households. This system has been repeatedly identified by members of the Working Group as a strong contributor to the lack of housing choice and affordability for disadvantaged and historically underserved communities. The impacts of this system appear to be similar to the well-studied impacts of single-family home zoning, which increases the level of entry to live and work through increased costs and limited housing options, exacerbates segregation, encourages car-centric places, and makes diverse housing types more difficult to build (Freemark:

2021). These impacts manifest in the Tahoe Basin as many from wealthier areas, notably the Bay Area, are able to buy homes in Tahoe as second homes that remain vacant for the majority of the year. In the South Shore region of Lake Tahoe, close to 50% of the housing stock is seasonal or for occasional use (Housing Element 2022). Residents working in the tourism industry are unable to compete for housing and often move to the Carson Valley in Nevada and commute the 50 miles daily to work low-wage jobs. Over half of the residents in South Lake Tahoe, for a family of four, earn less than $49,000 (Housing Element 2022).

The Proposed Use includes an equity and climate assessment of the TDR/growth management program enhanced by community engagement, regional, culturally competent capacity-building, development of an environmental clearance process for multi-family development that supports infill development and housing choice and affordability, and dissemination of lessons learned. Each of these components will apply to the entire Lake Tahoe basin while enhancing the regional entities' capacity to implement place-based initiatives to drive equal outcomes amongst the region's historically underserved and disadvantaged populations. The Proposed Use will demonstrate a regional, scalable model for a TDR/growth management program that integrates climate and housing needs, and drives equitable outcomes for all those who live, work, and play in the Tahoe region.

Question 2: Explain how the Proposed Use improves place-based strategies to positively impact Disadvantaged and Historically Underserved Communities and encourage community revitalization. Note: place-based strategies generally focus on investments in a strategic location to conserve and improve assets. Examples include but are not limited to: targeted investments in neighborhood revitalization, developing, preserving, or rehabilitating affordable housing, preventing displacement, and improving access to community amenities. **[Threshold Requirement B]**

Lake Tahoe's TDR/growth management program, which was designed to serve as an environmental protection tool, currently has few safeguards in place to prevent displacement and may unintentionally be encouraging displacement throughout the region. While TRPA and CEQA initial environmental study checklists both require project applicants to identify direct displacement impacts of new development, they do not address the structural aspects of displacement which may be built into the TDR/growth management program. Further, if not properly considered in the land use plan, displacement impacts can even occur with new transportation investments intended to benefit disadvantaged and historically underserved communities, such as bike trails. The equity and climate assessment and update of TRPA's TDR/growth management program will specifically analyze place-based strategies that enhance neighborhood choice and opportunity while providing tools to prevent displacement.

Elements of Lake Tahoe's TDR/growth management program place a disproportionate burden for environmental protection on multi-family development, increasing housing costs and impacting locals' ability to access housing choice and affordability. For example, there are no explicit assumptions built into TRPA's TDR/growth management program that recognize the different impacts of different types of housing on the community and the climate. In addition, each housing "development right" (which generally must be purchased as a prerequisite for building) or "unit" is treated equally, regardless of its size or use. One development right can be used for an 8,000 square foot home or one development right for one apartment unit. The equity and climate assessment will identify and develop recommendations to better address housing insecurity and displacement risk throughout the region, and depending on the recommended code and program changes, may also help to develop, preserve, and rehabilitate affordable housing throughout the region.

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The Proposed Use also improves place-based strategies through the Community Planning 101 Toolkits, which will provide capacity building tools to improve mutual trust and transparency. These toolkits may include using visualization tools to help communities visualize and discuss plans for their neighborhoods and identify specific anti-displacement measures.

Question 3: Explain how the Proposed Use advances all Program goals and objectives, meets the definition of a Transformative Planning or Implementation Activity, and provides a significant beneficial impact. [Threshold Requirement C]

The "Restoring Housing Justice Proposal" meets the definition of a Transformative Planning Activity by updating environmental protection regulations so that they also incentivize equity, housing supply, choice, and affordability, and by using this process to build capacity for on-going, culturally competent engagement that builds mutual trust amongst regional agencies and communities. Through this Proposed Use, multiple objectives will be met. These include elevating the concerns and needs of disadvantaged and historically underserved communities, incentivizing infill development and multimodal communities while addressing displacement risk, reducing costs for more diverse housing types, and increasing incentives for housing supply, choice and affordability for all income levels close to transit, increasing transit ridership.

This proposal will have a particularly transformative effect on the region and local jurisdictions' capacity to implement and comply with their Housing Elements, as TRPA's land use planning authority is a regulatory overlay which does not always comport with state policy. Developing an analysis and recommendations for updating the TRPA code and policies will accelerate housing production, support local jurisdictions to apply for the state's Prohousing Designation, and support local jurisdictions ability to deliver on the RHNA.

The "Restoring Housing Justice" proposal will:

- Transform Tahoe's land use policies to address equity, climate change impacts, and housing choice and affordability;
- Develop an environmental clearance process for multi-family development that supports infill development and housing choice and affordability;

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- Build community and regional agency capacity to meaningfully engage on planning and implementation policy and programming;
- Disseminate results throughout the region and the state.

The Proposed Use advances all of the program objectives by:

Accelerating Infill Development that Facilitates Housing Supply. The Proposed Use identifies and implements changes to fundamental elements of the Lake Tahoe development system so that infill development and a diversity of housing types and affordability levels is incentivized commensurate with its equity and climate benefits.

Affirmatively Furthering Fair Housing. Current TRPA regulations place a disproportionately high burden for mitigating environmental and community impacts of regional development onto smaller, multi-family development. For instance, costs for mitigating water quality impacts increase dramatically when a building's footprint is greater than 30 percent of a parcel, regardless of how many housing units are provided. Thus, multi-family buildings must pay a higher amount per square foot for water quality mitigation (which is accomplished through the transfer of coverage as part of the TDR program) than single-family homes. This is one of several aspects of the TDR/growth management program which increases the housing cost burden for many households, pushing them out of the region into longer commute patterns, or into overcrowded and poorly maintained housing. The actions in the Proposed Use, taken together, address disparities in housing needs and in access to opportunity by working directly with disadvantaged and underserved communities to identify anti-displacement strategies and by shifting the incentive structure of development regulations to reward development that meets equity and climate goals.
Reduce VMT. The Proposed Use will incorporate updated integrated climate goals, such as VMT per capita reduction and greenhouse gas emission reduction into the TDR/growth management program, better incentivizing infill development, development in low-VMT areas, and housing choice and affordability close to transit and active transportation infrastructure. As described below, the Proposed Use should reduce VMT per capita by 60 percent for much of the region's remaining development potential. The scoring section describes how the proposal has the potential to achieve between 20 – 70 percent of the basin's SCS VMT target through land use changes, a far greater amount than is attributed to land use in the current SCS.

Significant Beneficial Impact. The Proposed Use provides a Significant Beneficial Impact by shifting how approximately 4,000 remaining residential development rights will be used. These remaining development rights represent nearly ten percent of total development allowed in the region. Internal analysis has shown that without changes, existing regulations are likely to direct nearly 3,000 of these units to large, single-family homes. By definition, these types of homes do not support VMT reduction or increased transit use as they are low-density and require a spread-out, auto-dependent land-use pattern. The Proposed Use strives to direct as many as possible of these remaining 4,000 development rights into deed-restricted affordable, moderate, achievable, and non deed-restricted "affordable by design" housing supply in multi-modal communities ("achievable" is a Tahoe-specific definition for deed-restricted housing designed for households who make more than the state-designated "affordable" or "moderate" income limits but are still challenged to find housing).

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Question 4: Significant beneficial impacts must lead to substantial changes in land use patterns and travel behaviors. Explain how the Proposed Use effects: rates of change (e.g., percent increase over a baseline), the magnitude of impact relative to reasonable variables or applicable targets, the effects on meeting or achieving a proportion of need or needs, or the differences in effects or outcomes relative to past trends, policies, and practices. [Threshold Requirement C]

The "Restoring Housing Justice" proposal aims to achieve well over 100 percent of the Regional Housing Needs Assessment and reduce VMT per capita by 60 percent for most new housing development.

Housing need. The Proposed Use will achieve 100 percent of the RHNA for the region, and potentially up to 300 percent of the RHNA. The RHNA shows a need for an additional 1,083 units on the California side of the basin by 2026. Locally-based studies have identified a much greater shortage – approximately 3,500 affordable, moderate, and above-moderate homes on the California side by 2026. Under the current system, only about 1,200 of the remaining 4,000 residential units of future development potential are targeted toward disadvantaged and underserved communities, and their development is much slower than is needed. By fully accounting for equity and climate benefits, the "Restoring Housing Justice" proposal aims to direct significantly more of these 4,000 remaining units to housing types that address regional housing shortages, addressing 100 percent of the larger housing need over time, and potentially over 300 percent of the RHNA.

VMT per capita. The Proposed Use could achieve over 20 percent of the change needed to achieve the region's 2040 VMT per capita target. The Proposed Use seeks to dramatically shift incentives toward infill development and providing housing supply, choice and affordability in multimodal communities. TRPA's VMT per capita data shows that households in the most walkable areas can generate up to 60 percent less VMT per capita than those outside of these areas ("Zone Average Residential VMT," as shown on TRPA's Project Impact Analysis Tool, available at: https://trpa.shinyapps.io/PIA_Tool/). The HIT proposal will accelerate the development of approximately 1,200 deed-restricted units in infill areas and shift development incentives to impact approximately 4,000 remaining residential development rights, better incentivizing them to be located in low-VMT infill areas within walking distance to transit. Accelerating just the 1,200 deed-restricted units in infill areas would result in a 1.5 percent reduction in VMT per capita from these units alone. This equates to over 20 percent of the change needed to achieve the region's 2045 VMT per capita target. Incentivizing all 4,000 of the remaining development rights into these areas could achieve 70 percent of the change needed.

Mitigation fees. The Proposed Use seeks to reduce water quality mitigation fees for affordable housing by at least 50 percent. Currently, the burden of some types of environmental mitigation, such as water quality mitigation as noted above is borne disproportionately among different household types. For instance, multi-family development in a town center as a rule pays over twice as much per square foot (and in some cases much higher) to mitigate water quality impacts as a single-family home must pay, because of requirements for buildings with larger footprints to transfer in coverage through the TDR program. This proposal seeks to correct this imbalance, and, if possible, analyze and consider direct subsidies or rebates for affordable housing projects that achieve SCS and Regional Plan goals.

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Question 5 [Only fill out if applicable]: If Proposed Uses combine eligible uses with other non-REAP 2.0 efforts, including planning and implementation (e.g., other funding sources), applicants must demonstrate a reasonable relationship to these efforts, including timing and completion of the Proposed Use.
Not applicable for Proposed Use #1.

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E. Scoring

Application #	**Possible Points**	**Total Points Awarded**	**Recommend Award**

Guidelines 405(A)

For each scoring area, describe how the proposal furthers the objective or additional consideration. Please address locational considerations, supporting attributes, and measurable policy outcomes.

Scoring Areas Include: Facilitating higher impact transformative outcomes that demonstrate a new or creative model for achieving program objectives: (up to 180 points) ***1A.*** *Accelerating Infill Development that Facilitates Housing Supply, Choice and Affordability (60 points)* ***1B.*** *Affirmatively Furthering Fair Housing (60 points)*
1C. *Reducing Vehicle Miles Traveled (60 points)*

Additional Considerations: (up to 320 points) ***2A.*** *State Planning Priorities and Other Statewide Objective Alignment (50 points)* ***2B.*** *Scalability/Transferability (50 points)* ***2C.*** *Build Long-Term Capacity and Expertise (50 points)* ***2D.*** *Partnerships/Collaboration toward Implementation (40 points)* ***2E.*** *Readiness (35 points)*
2F. *Timeliness (35 points)* ***2G.*** *Community Engagement (20 points)* ***2H.*** *Needs or Potential for Housing, Infrastructure, VMT Reduction (20 points)* ***2I.*** *Leveraging other funding (20 points)*

1A. Accelerating infill development that facilitates Housing Supply, Choice and Affordability

(up to 60 points)

(1) Demonstrate how **locational considerations** accelerate infill development that facilitates Housing Supply, Choice, and Affordability. Locational Considerations could include, but are not limited to, accelerating infill housing development in established community areas, urbanized areas, or areas with transit, population and employment densities; creating a variety of housing types at different levels of affordability; reducing barriers to high density housing, including a mix and intensity of land uses; and more.

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Currently one type of housing is highly incentivized in the Tahoe region – large, luxury homes that cater to the vacation market, necessitate a spread-out, auto-oriented land use pattern, and are often built in areas prone to wildfire risk. Recent work by the Tahoe Living Working Group has shown that the set of transfer incentives offered through the region's TDR program does not adequately reflect the benefits to the community and the environment provided by higher density development in established community areas. Subtask 1.1, "Analyze and update TRPA's Transfer of Development Rights (TDR) and Growth Management Program" will provide a full scope of impacts and benefits of different housing types, based on their location, size, and other factors, so that these findings can be integrated into the incentive structure that underlies TRPA's TDR program, the growth management system, mitigation fees, and permitting practices. By better integrating the benefits of development in established urbanized areas or areas with transit, population and employment densities into the regulations, infill development will be accelerated. With Subtask 1.2, "Build Regional Capacity and Foster Meaningful Community Engagement," the Proposed Use will also identify needed anti-displacement strategies while building mutual trust for on-going, meaningful community engagement.
(2) Demonstrate how **supporting attributes** accelerate infill development that facilitates Housing Supply, Choice, and Affordability. Supporting attributes could include, but are not limited to: addressing job and housing fit, access to housing options and affordability, walkable communities, housing mobility strategies, affordable Housing for Low-income Households, reducing barriers to high density and housing accessibility.
A major feature of TRPA's TDR and growth management program is that all homes, regardless of their size, are assumed to have the same environmental and community impacts. Thus, a small home designed to be affordable to local residents is subject to the same mitigation fee structure and growth limits as a large single-family home designed for the vacation market. In fact, the greater overall bulk and mass of a deed-restricted affordable multi-family building located in a town center can trigger more stringent permitting requirements and higher mitigation fees than single-family units, even though the units inside may be better suited to achieving overall SCS and Regional Plan goals. This has led to a monotype of home-building, with 75 percent of homes built in the last ten years in the South Shore listed for prices well over the affordable price for a median-income household (South Shore Region Housing Needs and Opportunities Report, 2019). Larger, single-family homes are typically built in areas further from transit, or, when they are built near transit, include a large amount of parking, which leads to a low-density pattern that does not make good use of existing infrastructure and transit. The proposed use will better acknowledge the equity and climate benefits provided by a diversity of infill housing types and housing choice and affordability and will integrate these benefits into the TDR and growth management regulations, supporting increased housing supply, choice and affordability, mobility strategies and investments, walkable communities, and allowing the community to make better use of existing height and density incentives, and existing infrastructure in town centers and infill areas.
(3) Describe **measurable policy outcomes** for accelerating infill development that facilitates Housing Supply, Choice, and Affordability. Measurable policy outcomes could include, but are not limited to, increasing the number of Housing Units (total, type, affordable, and per acre), capital investments to support housing development, mix of housing unit types or sizes, increasing land use intensities, number of sites developable for future housing, number of new Housing units supported or provided by the proposed use, and more.

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Measurable policy outcomes will include:

- Increase in housing density in town centers and within 1/2 mile radius of transit stops
- Percent of total household budget spent on transportation costs
- Number of new deed-restricted affordable, moderate, achievable and non-deed-restricted rental units provided since August 2020 (when the Tahoe Living Housing and Community Revitalization Initiative launched)
- Increase in the rate of new housing units by size and affordability provided each year

For simplicity, one overarching outcome and unit of measurement are provided in the section below.

Outcomes and Units of Measurement for Proposed Use(s)

Measurable Outcome	*Proposed use 1 will be measured by ___.*	Increase in gross housing density in town centers and within 1/2 mile radius of transit stops
	If needed, Proposed use 2 will be measured by ___.	
	If needed, Proposed use 3 will be measured by ___.	
	If needed, Proposed use 4 will be measured by ___.	

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	If needed, Proposed use 5 will be measured by ___.	
Baseline	*Before proposed use 1, the status quo is ___.*	Gross densities in town centers: Stateline/Ski Run - 9.6 Kings Beach Commercial Core - 4.3 Tahoe Valley Area Plan (South Y) - 3.9 Tahoe City - 1.6; Within ½ mile of transit - 2.4
	If needed, before proposed use 2, the status quo is __.	
	If needed, before proposed use 3, the status quo is __.	
	If needed, before proposed use 4, the status quo is __.	
	If needed, before proposed use 5, the status quo is __.	

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Suitability	*These outcomes are appropriate for the proposed uses because* ___.	They show: • Effectiveness of policies through rate of change; • Targeted benefit to disadvantaged and historically underserved communities

E. Scoring
Guidelines 405(A)
For each scoring area, describe how the proposal furthers the objective or additional consideration. Please address locational considerations, supporting attributes, and measurable policy outcomes.
Scoring Areas Include: Facilitating higher impact transformative outcomes that demonstrate a new or creative model for achieving program objectives: (up to 180 points) ***1A.*** *Accelerating Infill Development that Facilitates Housing Supply, Choice and Affordability (60 points)* ***1B.*** *Affirmatively Furthering Fair Housing (60 points)* ***1C.*** *Reducing Vehicle Miles Traveled (60 points)* ***Additional Considerations: (up to 320 points)*** ***2A.*** *State Planning Priorities and Other Statewide Objective Alignment (50 points)* ***2B.*** *Scalability/Transferability (50 points)* ***2C.*** *Build Long-Term Capacity and Expertise (50 points)* ***2D.*** *Partnerships/Collaboration toward Implementation (40 points)* ***2E.*** *Readiness (35 points)* ***2F.*** *Timeliness (35 points)* ***2G.*** *Community Engagement (20 points)* ***2H.*** *Needs or Potential for Housing, Infrastructure, VMT Reduction (20 points)* ***2I.*** *Leveraging other funding (20 points)*
1B. Affirmatively Furthering Fair Housing (AFFH)
(up to 60 points)
(1) Demonstrate how **locational considerations** affirmatively further fair housing (AFFH). Locational Considerations could include, but are not limited to: infill areas, housing development in higher resource communities or areas, investment in Disadvantaged and Historically Underserved Communities, etc.

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By better integrating the equity and community benefits of infill housing, and housing developed in higher resource areas into the basin's TDR/growth management program, the "Restoring Housing Justice" proposal will restructure these programs to reduce displacement risk for disadvantaged and historically underserved communities, and lower the cost of housing, increasing housing supply, choice and affordability in infill areas and areas with access to opportunity. The equity and climate code updates include updates to mitigation requirements, which could lead to new or enhanced local funding sources that can be used to invest in housing programs for disadvantaged and historically underserved communities, and other local resident communities facing housing insecurity. These programs could include rent vouchers, mortgage assistance, local sources of pre-development or construction funds, or requirements for inclusionary housing in certain projects. Using the mapping and visualization tools included in the Community Planning 101 Toolkits, communities will be able to envision and directly engage on strategies to reduce displacement and affirmatively further fair housing, identifying other, locally-based concerns that must be addressed.
(2) Demonstrate **supporting attributes** to AFFH. Supporting Attributes could include, but are not limited to: increasing access to housing options and affordability, housing mobility strategies, reducing barriers to high density and housing accessibility for Disadvantaged and Historically Underserved Communities, investments that increase access to walkable communities, expanded transit services, multimodal infrastructure, enhanced pedestrian and bicycle safety measures, and protected pedestrian and bicycle amenities
The "Restoring Housing Justice" proposal will increase access to housing options and affordability and reduce barriers to high density and housing accessibility for disadvantaged and historically underserved communities. The proposal is oriented around removing barriers to housing choice and affordability and infill development at the regional level by updating codes to incorporate equity, climate, and other community goals, which will better represent the needs of disadvantaged and historically underserved communities. Task 1.2 includes Community Planning 101 Toolkits, which will provide tools, templates, and frameworks to both build capacity in our local communities as well as within regional agencies to build trust and mutual relationships. This would include incorporating training opportunities for members of disadvantaged communities, agency staff, and decision-makers to support mutual relationships between these groups and empower regional agencies and local communities to build and advance their knowledge. This could include developing participatory planning integrated with cultural competency and building knowledge and tools for historically underrepresented and disadvantaged communities to participate in regional planning and implementation processes and develop needed anti-displacement strategies at the local level. The Community Planning 101 Toolkits will also align with recommendations for community engagement that emerge from the TRPA's Transportation Equity Study, which will be complete in June 2023.
(3) Describe **measurable policy outcomes** for AFFH. Measurable Policy Outcomes could include, but are not limited to, increasing the number of new Affordable Housing units, number of existing Housing units continued to be made available and affordable, zoning, permit streamlining, fees, incentives, and other approaches to increase housing choices and affordability, new or enhanced public services and community assets such as parks, schools, active transportation, and other community amenities, Increased access to public services, housing-supportive infrastructure services in areas of concentrated poverty or similar areas

Measurable policy outcomes will include:

- Number of new deed-restricted affordable units provided since August 2020 (when the Tahoe Living Housing and Community Revitalization Initiative launched) (toward the RHNA)
- Average permitting time for multi-family housing and ADU projects
- Average permitting cost for multi-family development and ADUs, per square foot, compared to average permitting cost for single-family development
- Number of training hours provided to regional staff and community members to increase their capacity

For simplicity, one overarching outcome and unit of measurement is provided in the section below.

Outcomes and Units of Measurement for Proposed Use(s)

Measurable Outcome	*Proposed use 1 will be measured by ___.*	Increase in the number of new deed-restricted affordable units since August 2020 (toward the RHNA)
	If needed, Proposed use 2 will be measured by ___.	
	If needed, Proposed use 3 will be measured by ___.	
	If needed, Proposed use 4 will be measured by ___.	

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	If needed, Proposed use 5 will be measured by ___.	
Baseline	*Before proposed use 1, the status quo is ___.*	Constructed/Operational since August 2020: 84 deed-restricted "affordable"
	If needed, before proposed use 2, the status quo is __.	
	If needed, before proposed use 3, the status quo is __.	
	If needed, before proposed use 4, the status quo is __.	
	If needed, before proposed use 5, the status quo is __.	

Suitability	*These outcomes are appropriate for the proposed use because ___.*	They measure the number of new units that affirmatively further fair housing for low-income communities, they measure whether permitting times and costs have been improved for housing that is affordable to local residents, including those from disadvantaged and historically underserved communities, and they measure increasing capacity of reginal agency and community members, including disadvantaged and historically underserved communities to participate in the planning process and engage on matters affecting their daily lives

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E. Scoring
Guidelines 405(A)
For each scoring area, describe how the proposal furthers the objective or additional consideration. Please address locational considerations, supporting attributes, and measurable policy outcomes.
Scoring Areas Include: Facilitating higher impact transformative outcomes that demonstrate a new or creative model for achieving program objectives: (up to 180 points) ***1A.*** *Accelerating Infill Development that Facilitates Housing Supply, Choice and Affordability (60 points)* ***1B.*** *Affirmatively Furthering Fair Housing (60 points)* ***1C.*** *Reducing Vehicle Miles Traveled (60 points)* ***Additional Considerations: (up to 320 points)*** ***2A.*** *State Planning Priorities and Other Statewide Objective Alignment (50 points)* ***2B.*** *Scalability/Transferability (50 points)* ***2C.*** *Build Long-Term Capacity and Expertise (50 points)* ***2D.*** *Partnerships/Collaboration toward Implementation (40 points)* ***2E.*** *Readiness (35 points)* ***2F.*** *Timeliness (35 points)* ***2G.*** *Community Engagement (20 points)* ***2H.*** *Needs or Potential for Housing, Infrastructure, VMT Reduction (20 points)* ***2I.*** *Leveraging other funding (20 points)*
1C. Reducing Vehicle Miles Traveled
(up to 60 points)
(1) Describe the **locational considerations** of reducing VMT. Locational Considerations could include, but are not limited to, infill areas, areas with transit-supportive densities, population and employment densities, land use mix, street network connectivity, linkages and pathways with active transportation infrastructure, accessibility between destinations, or contiguousness of land uses and transportation networks, identified high growth areas, proximity to multimodal mobility options.

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The “Restoring Housing Justice” proposal seeks to better align TDR incentives and the assumptions underlying the growth management program with housing types and locations that reduce VMT. Outcomes of the TDR/Growth Management Equity and Climate Assessment in Subtask 1.1 should include reducing barriers and costs for housing in infill areas, where there is existing transportation and other infrastructure and proximity to multimodal mobility options. For example, the environmental clearance process for multi-family development that supports infill development and housing choice and affordability in this subtask will speed approvals and reduce costs for projects with appropriate infill densities and in close proximity to transit and multimodal mobility options, encouraging these types of projects and reducing VMT.
(2) Demonstrate how **supporting attributes** reduce VMT. Supporting Attributes could include, but are not limited to: creating walkable communities, expanding transit services, enhancing pedestrian and bicycle safety measures, increasing multimodal infrastructure connections, increasing density
Supporting attributes include the Community Planning 101 Toolkits. The Toolkits are designed to increase trust and two-way engagement between regional agencies and local communities. Many issues like evacuation capacity, parking needs, and concerns about increased traffic levels serve as major impediments to infill projects with higher densities that could substantially reduce VMT, or to code updates that would allow and encourage this type of development. These concerns are voiced both by the communities that face housing insecurity and by other community members who own homes or are in stable housing situations. By increasing the capacity of agency staff and community members to communicate and understand one another, and by building trust through trainings, engagement opportunities, mapping and visualization tools, increased reflection of community concerns in project and program outcomes, effective land use policies can be put into place that allow the increased densities and transit-supportive land uses that will reduce VMT.
(3) Describe **measurable policy outcomes** for VMT reduction. Measurable Policy Outcomes could include, but are not limited to: estimating VMT reduced per capita, number of distinct land uses within the site, number of distinct land uses around the site, number of surrounding connections, mix of housing unit types or sizes, new or enhanced transit services, increasing transit frequencies or ridership, new pedestrian or bicycle pathways, limited off-street parking

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Measurable policy outcomes for VMT reduction include:

- VMT reduced per capita
- VMT reduced per capita per year
- Housing density in town centers and within 1/2 mile of transit stops on the California side
- Number of training hours provided to regional staff and community members to increase their capacity

  - For simplicity, one overarching outcome and unit of measurement is provided in the section below.

Outcomes and Units of Measurement for Proposed Use(s)

Measurable Outcome	*Proposed use 1 will be measured by ___.*	VMT reduced per capita VMT reduced per capita per year
	If needed, Proposed use 2 will be measured by ___.	
	If needed, Proposed use 3 will be measured by ___.	
	If needed, Proposed use 4 will be measured by ___.	

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	If needed, Proposed use 5 will be measured by ___.	
Baseline	*Before proposed use 1, the status quo is ___.*	VMT per capita was 12.48 in 2020 VMT per capita reduction per year anticipated, in order to meet SCS target: 0.3 percent.
	If needed, before proposed use 2, the status quo is __.	
	If needed, before proposed use 3, the status quo is __.	
	If needed, before proposed use 4, the status quo is __.	
	If needed, before proposed use 5, the status quo is __.	

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Suitability	*These outcomes are appropriate for the proposed use because ___.*	They directly measure change in VMT, or measure a key influence of VMT reduction, such as housing density in proximity to transit. They measure community engagement and opportunity for increased communication between regional agencies and community members

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E. Scoring

Guidelines 405(A)

For each scoring area, describe how the proposal furthers the objective or additional consideration. Please address locational considerations, supporting attributes, and measurable policy outcomes.

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1C. *Reducing Vehicle Miles Traveled (60 points)*

Additional Considerations: (up to 320 points) ***2A.*** *State Planning Priorities and Other Statewide Objective Alignment (50 points)* ***2B.*** *Scalability/Transferability (50 points)* ***2C.*** *Build Long-Term Capacity and Expertise (50 points)* ***2D.*** *Partnerships/Collaboration toward Implementation (40 points)* ***2E.*** *Readiness (35 points)*
2F. *Timeliness (35 points)* ***2G.*** *Community Engagement (20 points)* ***2H.*** *Needs or Potential for Housing, Infrastructure, VMT Reduction (20 points)* ***2I.*** *Leveraging other funding (20 points)*

2A. State Planning Priorities and Other Statewide Objective Alignment

(up to 50 points)

The State Planning Priorities focus on promoting infill development and equity, encouraging efficient development patterns, and protecting and enhancing the state's most valuable natural resources, including areas identified by the state as deserving special protection.

The Lake Tahoe basin has been identified as a federally protected Outstanding National Resource Water. It provides one of the most renowned and celebrated natural landscapes in the world, first taken care of and known as the summer home of the Washoe Tribe, now visited and revered by many across the state, nation and the world. The region attracts nearly 15 million visitors every year, especially from the growing Bay Area and Sacramento metropolitan areas.

The Bi-State Compact (Public Law 96-551) set in place principles for protecting the Lake and its communities. These principles formed the basis for policies and codes to incentivize transfer of development out of sensitive areas and into already-developed areas, and to limit growth and its associated impacts on the environment.

While much of the initial push to preserve Lake Tahoe's fragile ecosystem and threatened wetlands was successful (the region is 96 percent of the way toward achieving its threshold goal for wetland restoration), recent changes in demographics, external forces, and the natural adaptation around

established rules has demonstrated a need for a re-examination and alignment with concerns related to equity and climate. Regulations intended to limit growth and promote conservation have pushed limited available housing development into vacation uses, pushing local workers either into overcrowded conditions, or out of the region entirely, increasing VMT. The proposal aims to update the region's TDR and growth management programs through an equity and climate lens. These goals will draw from recent studies, as well as the State Planning Priorities. For instance, based on the climate analysis planned, as part of this proposal the structure of the TDR and growth management system could be updated to take into consideration the climate impacts of different sizes of homes, or the impact of locating homes in more forested areas, where it is more challenging to protect them during a fire. Currently the TDR and growth management programs do not differentiate between the sizes of homes, how they are used (vacation-oriented versus permanent residents), or their location with respect to forest fuels.

The proposal will better align the TDR/growth management program with incentives that promote infill development, by recognizing the equity and climate benefits of locating development and housing on underutilized land that is presently served by transit, streets, water, and sewer.

The proposal will re-examine the efficacy of the TDR/growth management program in preserving environmental and natural resources such as wetlands, watersheds, wildlife habitats, and recreation lands and prepare updates that better support these resources.

The Proposed Use described throughout this application will also provide alignment with other California Statewide initiatives. The California Climate Adaptation Strategy, particularly Goal C, "Build resilience in climate vulnerable communities through state programs" has several action items that integrate climate, housing and equity that are aligned with the Proposed Use. In addition, California's 30x30 initiative is driving conservation efforts across the state. This initiative aligns with the TRPA's growth management program and with the Proposed Use, will be a transformative change to align with state equity, housing, and conservation goals for replication across the state. Generally, many statewide initiatives are about building local and regional capacity, climate resiliency and adaptation, integrating equity into planning and programs, and addressing the economy with a large focus on the housing crisis. The "Restoring Housing Justice" application includes Proposed Uses that will not only be transformative for the region but will provide tangible lessons that will be applicable across the state to develop a TDR program with an equity lens that advances conservation and housing solutions.

Finally, the proposal encourages efficient development patterns by preparing updates to the TDR/growth management program that will direct incentives toward projects in infill areas, or in areas that are adjacent to developed areas, served by adequate transportation and other essential utilities and services, and that minimize ongoing costs to taxpayers.

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2B. Scalability/Transferability
(up to 50 points)
(1) Please describe **how the project includes Proposed Uses that can be replicated** in other areas in the region or parts of the state.

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California is trying to simultaneously advance both housing and conservation, which often can be in conflict with one another. Vacant lots are actively used for conservation and restoration efforts or seen as potential housing development sites. However, California Air Resources Board, among other agencies and programs, have seen the potential statewide implementation of a TDR program as a possible tool to reduce greenhouse gas emissions.

The Lake Tahoe region is one of the only places in the state of California that operates an active TDR program. As previously mentioned in this application, TRPA was developed to protect the unique environmental resources the Tahoe region provides and this is what the TDR/growth management program was based on. Like many areas, the Lake Tahoe region must simultaneously address the need to protect open space and its unique environmental resources while providing for affordable housing. While many jurisdictions rely on impact fees and urban boundaries to manage the environmental impacts of growth, the corollary in the Lake Tahoe region is a system of metered growth paired with incentives for transferring development out of sensitive and remote areas and into town centers. The regulations underlying how many units can be built and where were based on thresholds, goals and policies established in the 1980s.

In recent years, the region has received more feedback to advance its understanding of climate and housing impacts in the region, the pressures of the second home market, and the regional economic impacts. This HIT proposal will provide a model TDR and growth management program that can be replicated across the state, designed with an integrated equity and climate lens to develop a TDR program that is not only based on conservation but integrates equity to develop diverse housing types, a stronger economy and community for all. The Proposed Use will create a TDR model that is better aligned with statewide planning priorities in addition to other statewide initiatives.

(2) Please describe how the project will **include a component to distribute lessons learned or facilitate scaling** in other areas in the region or parts of the state.

Task 1.3 includes a component to distribute lessons learned across the region and other parts of the state. This includes sharing the various challenges and opportunities learned from the original TDR and growth management program to the updated TDR program which infuses equity and environmental justice tools to advance regional prosperity. The regional group will be happy to work with state agencies and working groups, in addition to other regional groups interested in TDR to think about nuances and solutions to integrating conservation and housing goals. The proposal includes plans to submit conference sessions and articles for publication in local, regional, and state media publications.

Task 1.2 includes Community Planning 101 Toolkits, which will provide tools, templates, and frameworks to both build capacity in our local communities as well as within regional agencies to build trust and mutual relationships. This would include incorporating training opportunities for members of disadvantaged communities, agency staff, and decision-makers to support mutual relationships between these groups and empower regional agencies and local communities to build and advance their knowledge. This could include developing participatory planning integrated with cultural competency and building knowledge and tools for historically underrepresented and disadvantaged communities to participate in regional planning and implementation processes. The Community Planning 101 Toolkits will also align with recommendations for community engagement that emerge from the TRPA's Transportation Equity Study, which will be complete in June 2023.

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2C. Build Long-Term Capacity and Expertise
(up to 50 points)
Please describe activities included in the project that will **build stability in knowledge and expertise to continue the work toward the objectives of the Proposed Uses**. These are including but not limited to facilitating local hiring and local training opportunities, as well as local decision making.

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The state of California and the federal government have developed several executive orders that mandate state and federal agencies to address equity in their agencies, planning, programs, and implementation. However, many regions have been left behind without agency staff having the training and know-how to meaningfully address equity questions in grant applications, reports, and other statewide planning documents, including Housing Elements. Many state agencies have had staff that have participated in the Capitol Collaborative on Race and Equity (CCORE) which has no equivalent at the regional or local level. This type of training enhances staff's ability to understand the importance of cultural competency, community engagement, why the state is focused on disadvantaged communities, and how to more comprehensively address climate, housing, and economic development through an equity lens. The Proposed Use will not provide an extensive training such as CCORE but will provide a foundation to regional entities to understand the basis for equity and developing meaningful community engagement. In addition, this knowledge will also build a pipeline of community members through the Community Planning 101 toolkit to participate in regional planning to ensure the vision for the Tahoe region is developed for everyone.

Task 1.2 includes Community Planning 101 Toolkits, which will provide tools, templates, and frameworks to both build capacity within our local communities as well as within regional agencies to build trust and mutual relationships. The Toolkits could include incorporating training opportunities for members of disadvantaged communities, agency staff, and decision-makers to support mutual relationships between these groups and empower regional agencies to build and advance their knowledge to provide participatory planning through cultural competency and building knowledge and tools for historically under represented and disadvantaged communities to participate in regional planning and implementation processes. The Community Planning 101 Toolkits will also align with recommendations for community engagement that emerge from the TRPA's Transportation Equity Study, which will be complete in June 2023.
Examples of recommendations included in the draft Transportation Equity Study that could be included in the Community Planning 101 toolkits include reviewing procurement and contracting barriers that prevent locally owned small businesses and organizations from submitting proposals on key projects; requiring TRPA and its contractors to dedicate a minimum portion of engagement funding to implement tools and strategies to more meaningfully engage disadvantaged and historically underserved communities; establish and support mutual partnerships with community-based organizations through direct grants and other meaningful incentives, such as compensation for expertise.

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2D. Partnerships/Collaboration toward Implementation
(up to 40 points)
(1) Please describe whether the Proposed Uses for the project **builds upon existing collaboration or is a collaboration** between different neighborhoods, regions, Jurisdictions, governments, or academic institutions

The Proposed Uses for the project build upon the work of the Tahoe Living Housing and Community Revitalization Working Group, a 20-member stakeholder group which advises TRPA staff on policies and code updates related to accelerating housing supply, choice and affordability for all income groups to attain local, state, and regional housing goals.

The stakeholders on the Working Group that were appointed by the TRPA Governing Board represent the South and North Shores of Lake Tahoe, California and Nevada, each local jurisdiction within the Tahoe region, social service providers, community-based organizations, affordable housing developers, a local Community Land Trust, environmental organizations, public lands managers, employers, builders, realtors, and community collaboratives. The Working Group also includes four members of the TRPA Governing Board, including three locally elected officials.

The Working Group had already identified six sets of Priority Housing Actions and is in the midst of advancing and implementing those actions. In preparation for submittal of the MPO Allocation and the Higher Impact Transformative Allocation applications, the TRPA consulted with members of the Working Group and the Washoe Tribe. A key recommendation from this consultation was to strengthen equity and climate considerations, community engagement, and capacity-building as part of the later Priority Housing Actions, which include updates to the TDR/growth management programs. Thus, the Proposed Use directly builds upon the existing collaboration of the Tahoe Living Working Group, which in turn builds upon other partnerships across the region, such as the South Tahoe Housing Partnership (initiated by the Tahoe Prosperity Center), and the Mountain Housing Council Collaborative of the Tahoe-Truckee Community Foundation.

(2) If applicable, please explain **how partnerships and collaboration in the project will emphasize implementation and outcomes**, including involvement and support of final decision makers and approval bodies.

The “Restoring Housing Justice” proposal will engage final decision makers and approval bodies, existing partnerships, members of disadvantaged and historically underserved communities and other community members by:

- Continuing to work through the Tahoe Living Working Group to develop and implement the “Restoring Housing Justice” deliverables. The Tahoe Living Working Group, as noted above, includes decision-makers from the TRPA Governing Board, representatives of disadvantaged and historically underserved communities, and invites and encourages other public participation;
- Implementing and building on the draft Transportation Equity Study recommendation to support year-round opportunities for connections between elected and appointed officials and the community by designing such engagement opportunities and including them in the Community Engagement Plan and Community Planning 101 Toolkits;
- Holding a minimum of two TRPA Governing Board workshops to introduce and review the outcomes of the Equity and Climate Assessment of the TDR/growth management program (by December 2024);
- Bring recommended code updates to the TDR/growth management program to the TRPA Governing Board for consideration (by June 2026);

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2E. Readiness
(up to 35 points)
Please describe how the project will remove barriers or complete activities that will **expedite and facilitate development or completion of Proposed Uses** toward Policy Outcomes.

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The Tahoe Living Working Group has identified that the mis-alignment of the TDR/growth management program with equity and climate goals is one of the biggest barriers to achieving RHNA and SCS housing goals, and in fact is causing much of the region's remaining residential development potential to be used for vacation-oriented homes, often located in close proximity to fire-prone areas and in auto-oriented development patterns. In addition, the prices for the development rights and coverage are all set by appraisal on an annual basis and sold on the TDR Marketplace, by local land banks, or the City of South Lake Tahoe. The cost for development rights and coverage add up quickly and can significantly increase the cost of development. For example, a Residential Unit of Use, a development right that is required to develop a home can cost $15,000 but scarcity can increase the price to $30,000. This development right and coverage are still needed to build an ADU, locking low-income homeowners out of the ability to both build housing and have a secondary income.

Providing environmental clearance for multifamily projects that support infill development and housing supply, choice and affordability goals will also reduce the time and money developers need for review. The Sugar Pine Village affordable housing project, 248 units on state owned excess land experienced this issue. Under California housing law, Sugar Pine Village was exempt under CEQA through SB 35 in the local jurisdiction. However, this project still needed to go through the Initial Environmental Checklist review at TRPA, including through the Governing Board for approval. The consultant cost to conduct this checklist was an additional $30,000.

By updating the TRPA's TDR/growth management policies to address equity and climate goals, rather than outdated goals such as an overall VMT cap and roadway Level-of-Service (LOS), they will the proposal will expedite Policy Outcomes such as increased rate of diverse rental and ownership housing, a reduction in fees and costs for certain types of development, reduced VMT, and delivery of increased housing choice and affordability in the basin.

2F. Timeliness

(up to 35 points)

Please describe **how fast Policy Outcomes are anticipated to be achieved** with the potential project.

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Based on the TRPA's most recent housing code amendments, which allowed accessory dwelling units (ADUs) on all residential parcels and increased residential densities for motel-to-housing conversions, the region can expect to see noticeable increases in project applications that take advantage of new codes within three months of code approvals, with new construction happening within the first year.

TRPA expects the following timeline for measurable policy outcomes related to the proposal:

- Increased training hours provided to regional staff and community members to increase their capacity – By January 2024

- Policy outcomes related to increase in awareness of equity and environmental impacts of current and proposed policies – By June 2026

- Policy outcomes related to decreased permitting time and cost for multi-family development – by December 2026

- Policy outcomes related to increasing the number and diversity of housing types in the region – by June 2028

- Policy outcomes related to measurable decreases in VMT - 2030

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2G. Community Engagement
(up to 20 points)
(1) Please describe **how the project proposal has been shaped** by community-identified needs and input.

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As noted above, the project proposal builds from recommendations from the Tahoe Living Working Group, the membership of which is designed to represent diverse community interests, including representation of disadvantaged and historically underserved communities, and which also receives public input during deliberations.

The proposal also builds from the Transportation Equity Study, where housing availability and affordability were identified as a critical need. Further, some indicators developed in the Transportation Equity Study will be considered among the indicators that inform the equity and climate assessment of the TDR/growth management system. Further, best practices for community engagement are also incorporated into the Transportation Equity Study and will help inform the Community Engagement Plan and Community Planning 101 Toolkits for this project.

The proposal also builds off of the three local jurisdiction Housing Elements, which were shaped by community needs and input. The three Housing Element Updates in the Tahoe Region were recently adopted and provide the template for each jurisdiction to ensure that development, programs, and policies align with the projected population growth among diverse household incomes. The local Housing Elements also provide measures to reflect changes in local, State, and federal law. The proposal will only help the local jurisdictions in the Tahoe Region implement and comply with both their Housing Elements and state housing law to meet each of their respective housing goals and objectives. There are various public participation requirements for the Housing Element process, and the three local jurisdictions were required to document all of the community engagement through larger meetings and individual feedback, including addressing public comments in an appendix of the document for public record. For example, El Dorado County hosted two separate public workshops – one specific to the Tahoe Region and received and responded to numerous comments as well as public input.

During REAP-specific input, representatives of disadvantaged and historically underserved communities, while noting that actions to increase the number of available housing units were the most critical, also continually noted that next most critical need was funding to support programs that provide housing security and stabilization and food security. This proposal recognizes that to be able to meaningfully engage with the communities facing housing insecurity, meaningful solutions may be different than those generated from working professionals often driving this work regionally. This proposal hopes to strengthen regional solutions through meaningful connection between historically underrepresented populations and regional entities' ability to build trust and a new suite of tools.

(2) Please describe **how the project will continue to conduct community engagement** throughout the implementation of the project if awarded.

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Community engagement is built into all subtasks of the proposal, from the Community Engagement Plan in Subtask 1.2 which incorporates a foundational opportunity to build regional and local capacity for planning and project implementation. Community engagement will be tested and utilized through the Equity and Climate Assessment of the TDR/Growth Management Program, with a particular focus on engaging disadvantaged and historically underserved communities. Funding will be included as part of the Community Engagement Plan for stipends or to implement other tools from the Community Engagement task, such as food and childcare, to support participation by community-based organizations and local communities.

The Community Engagement Plan and Community Planning 101 Toolkits will include best practices and recommendations for operationalizing meaningful, integrated community engagement into a foundational template for the future work of the TRPA and partner organizations and agencies.

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Guidelines 405(A)
For each scoring area, describe how the proposal furthers the objective or additional consideration. Please address locational considerations, supporting attributes, and measurable policy outcomes.
Scoring Areas Include: Facilitating higher impact transformative outcomes that demonstrate a new or creative model for achieving program objectives: (up to 180 points) ***1A.*** *Accelerating Infill Development that Facilitates Housing Supply, Choice and Affordability (60 points)* ***1B.*** *Affirmatively Furthering Fair Housing (60 points)* ***1C.*** *Reducing Vehicle Miles Traveled (60 points)* ***Additional Considerations: (up to 320 points)*** ***2A.*** *State Planning Priorities and Other Statewide Objective Alignment (50 points)* ***2B.*** *Scalability/Transferability (50 points)* ***2C.*** *Build Long-Term Capacity and Expertise (50 points)* ***2D.*** *Partnerships/Collaboration toward Implementation (40 points)* ***2E.*** *Readiness (35 points)* ***2F.*** *Timeliness (35 points)* ***2G.*** *Community Engagement (20 points)* ***2H.*** *Needs or Potential for Housing, Infrastructure, VMT Reduction (20 points)* ***2I.*** *Leveraging other funding (20 points)*
2H. Needs or Potential for Housing, Infrastructure, VMT Reduction
(up to 20 points)
While applicants are encouraged to describe how the proposal addresses the need or potential for Housing, Infrastructure, VMT reduction, and Disaster Recovery and Mitigation below, a proposal does not need to address all four of these areas to receive the maximum amount of points (20 points).
(1) Please describe the degree of need or the potential for **housing projects** in the jurisdiction, and how this proposal addresses such needs or potential.
Posible optional metrics for measuring housing need include, but are not limited to: RHNA, rates of overcrowding, rates of cost burden, homelessness point-in-time (PIT) count, prevalence of substandard housing, or other relevant data sources specific to tribes or rural jurisdictions. Some of this data can be found at https://affh-data-resources-cahcd.hub.arcgis.com

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The Regional Housing Needs Assessments (RHNA) requirements for each of the California jurisdictions (City of South Lake Tahoe, Tahoe portions of El Dorado and Placer County) shows a total housing need of 1,083 units by 2026. Regional housing studies, however, such as the South Shore Housing Needs Assessment and the Truckee-Tahoe Workforce Housing Needs Assessment show a much higher need, approximately 3,500 on the California side of the Tahoe basin. Under the current regulations and rate of development, only about 250 to 500 units are expected to be developed by 2026, a quarter to one-half of the total RHNA, and only about seven to fourteen percent of the higher housing need shown by the needs assessments. The “Restoring Housing Justice” proposal aims to increase the total units of residential development potential going into deed-restricted and non-deed restricted rental housing to 3,000 units over the next ten years, increasing the rate of development to 300 per year.
(2) Please describe the degree of need or the potential for **infrastructure projects** in the jurisdiction, and how this proposal addresses such needs or potential. N/A
Possible optional metrics for measuring infrastructure need include, but are not limited to, local sources of data regarding capacity and coverage for a variety of types of infrastructure needed for housing development.
(3) Please describe the degree of need or the potential for **VMT reduction projects** in the jurisdiction, and how this proposal addresses such needs or potential.
Possible optional metrics for measuring VMT reduction need include, but are not limited to: how the proposed use will improve accessibility to destinations and daily services (i.e. jobs, healthcare, education, grocery, etc.) by public transit, walking, reduced car trips or bicycling through improvements or expansion of transit services, active transportation infrastructure improvements, creation of new programs to reduce single-occupancy vehicle travel, etc. Relevant resources to support may include ridership data and service planning identified in short and long range transit plans, projects and data from active transportation plans, and other local planning efforts which support travel by transit, walking, or bicycling. Tribal/ Rural entities need only find a metric relevant to their specific circumstances. Additionally, resources from the California Air Resources Board (CARB) may be helpful: https://ww2.arb.ca.gov/our-work/programs/sustainable-communities-program/research-effects-transportation-and-land-use

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To meet the region's Sustainable Communities Strategy VMT target, the region's VMT per capita must be reduced by 6.8 percent by 2040, or an 0.4 percent reduction per year. The region's Sustainable Communities Strategy relies on changes in land use patterns for a portion of that goal, but most of the reduction comes from transportation strategies. The "Restoring Housing Justice" proposal has the potential to achieve a much greater reduction in VMT from land use changes than is planned for in the SCS, which would allow the region to exceed its SCS VMT per capita targets. The proposal aims to shift as many of the remaining 4,000 residential development rights into low-VMT areas as possible, whereas under today's codes, the majority them are anticipated to be built outside of low-VMT areas. If all 4,000 are built as multi-family development in the lowest-VMT areas, that would provide a 4.74 percent reduction in basin-wide VMT per capita, or nearly 70 percent of the total SCS VMT target.

(4) Please describe the degree of need or the potential for **disaster recovery or mitigation projects** in the jurisdiction, and how this proposal addresses such needs or potential.

Possible optional metrics for measuring disaster recovery and mitigation could include, but are not limited to, the prevalence of environmental hazards (very high fire hazard severity zone, areas at risk of flooding, etc.); the number of homes lost to a disaster event; an explanation of how the proposed use improves bringing homes and communities in compliance with the latest disaster related building safety standards, improves infrastructure in order to mitigate the impact of disasters or recover from disasters such as upgrading stormwater infrastructure or upgrading infrastructure to increase density, or facilitates the development of strategically located disaster related amenities such as community resilience centers and low carbon transportation to and from these amenities; or other local knowledge. Some of this relevant data can be found at https://egis.fire.ca.gov/FHSZ/ or at https://affh-data-resources-cahcd.hub.arcgis.com.

Tahoe is no stranger to disaster recovery and mitigation. The South Shore region was most recently evacuated during the 2021 Caldor Fire and the entire region often is engulfed in smoke in the summer and fall seasons. The Tahoe Fire and Fuels Team has also been working diligently to reduce the number of fuels in the region to reduce fire intensity in the residential and commercial areas. The region has also witnessed more intensive winter storms that have led to elongated power outages and unsafe road conditions. With CAL FIRE's recently released draft updated Fire Hazard Severity Zone maps for state responsibility, very high fire hazard areas may increase for Tahoe jurisdictions and there will be increased attention to mitigation and evacuation.

Through this proposal, there are several ways in which the region will build more resiliency and build upon the work happening regionally. The first task will propose policy and code changes to facilitate increased density in regions that are adjacent to the region's free bus transit. The new development will also include the 2022 building code updates that incorporate more resilient infrastructure. New development also allows disaster infrastructure to be built, such as Community Resilience Centers like those that will be supported through the Strategic Growth Council's new program. The CEQA and TRPA environmental analysis and environmental clearance process will provide the opportunity for programmatic evacuation planning and preparation, facilitating projects that help the region be better prepared for an emergency.

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When the community engagement task is implemented and built out, this will build trusted relationships and connection, that will increase community cohesion to increase resilience during regional disasters. The Community Resilience Center is a model to also build social cohesion, allow an emergency command center, and provide heating in the event of a power outage during a winter storm. This proposal will lay a foundation to plan for financially feasible Community Resilience Centers or similar, build social cohesion, and allow the region to be resilient when another disaster threatens the region.

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E. Scoring
Guidelines 405(A)
For each scoring area, describe how the proposal furthers the objective or additional consideration. Please address locational considerations, supporting attributes, and measurable policy outcomes.
Scoring Areas Include: Facilitating higher impact transformative outcomes that demonstrate a new or creative model for achieving program objectives: (up to 180 points) ***1A.*** *Accelerating Infill Development that Facilitates Housing Supply, Choice and Affordability (60 points)* ***1B.*** *Affirmatively Furthering Fair Housing (60 points)* ***1C.*** *Reducing Vehicle Miles Traveled (60 points)* ***Additional Considerations: (up to 320 points)*** ***2A.*** *State Planning Priorities and Other Statewide Objective Alignment (50 points)* ***2B.*** *Scalability/Transferability (50 points)* ***2C.*** *Build Long-Term Capacity and Expertise (50 points)* ***2D.*** *Partnerships/Collaboration toward Implementation (40 points)* ***2E.*** *Readiness (35 points)* ***2F.*** *Timeliness (35 points)* ***2G.*** *Community Engagement (20 points)* ***2H.*** *Needs or Potential for Housing, Infrastructure, VMT Reduction (20 points)* ***2I.*** *Leveraging other funding (20 points)*
2I. Leveraging Other Funding
(up to 20 points)
Please describe whether the potential project will utilize additional funding commitments from public and private entities.

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The “Restoring Housing Justice” project will leverage $476,370 from the TRPA General Fund.

In addition, the successful update of TRPA’s TDR/Growth Management System to better address equity and climate will lead to substantial savings for the public and private sector. For instance, the City of South Lake Tahoe authorized a loan of $1,250,000 for the purpose of purchasing banked land coverage for the Sugar Pine Village affordable housing project (Resolution 2020-110). Sugar Pine Village is an infill development project and thus was allowed a larger footprint, but it was still required to transfer in coverage in accordance with the TDR program. Updates to the TDR/growth management program could change the requirements associated with these fees, possibly lessening them for deed-restricted affordable housing.

In addition, currently the Tahoe region loses out on both public and private investment when zoning regulations do not allow for the financial feasibility of projects that meet Regional Plan goals. Developers and granting organizations look elsewhere to invest, as they can build more units for a lower cost, better meeting state housing and greenhouse gas targets, or their own requirements for return on investment. Better aligning the TDR/growth management program with equity and climate goals to make affordable housing types financially feasible will lead to greater leveraging of both private and public sources of funds, and lead to greater prosperity for the region.

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F. Mapping

Guidelines 301(A)(12)

[Only fill out if applicable] Please provide the link to the applicant's webpage where land use maps and Vehicle Miles Traveled generation maps, produced in the development of the applicant's SCS, will be posted, updated, and available to the public.

http://www.trpa.gov/rtp/ and https://trpa.shinyapps.io/PIA_Tool/

CONSULTANT SERVICES AGREEMENT

THIS AGREEMENT (hereinafter the "Agreement") is made this 2nd day of January 2024 (the "Effective Date") by and between the Tahoe Regional Planning Agency, a bi-state regional planning agency created by Public Law 96-551 (1980) (hereinafter the "TRPA"), and Raimi and Associates, Inc. (hereinafter the "Consultant"). TRPA and the Consultant are sometimes hereinafter individually referred to as "Party" and hereinafter collectively referred to as the "Parties."

RECITALS

A. The Consultant desires to perform and assume responsibility and obligations for the services and provision of products, as hereinafter described on the terms and conditions set forth herein.

B. TRPA desires to contract for such services and products as hereinafter described on the terms and conditions set forth herein.

NOW, THEREFORE, in consideration of the mutual covenants and conditions contained herein, TRPA and the Consultant agree as follows:

OPERATIVE PROVISIONS

SECTION I

ENGAGEMENT AND SERVICES OF THE CONSULTANT

1. Engagement of Consultant. TRPA hereby engages the Consultant, subject to the terms and conditions set forth in this Agreement, to perform the services and provide products as set forth in Exhibit "A" (the "Services and Products"). The Consultant agrees to perform the Services and provide Products in accordance with the terms and conditions of this Agreement.

2. Performance of the Consultant. Consultant shall perform the Services in accordance with the skill and care ordinarily provided by members of the same profession providing the same or similar services under the same or similar circumstances ("Standard of Care"). Subject to the Standard of Care, Consultant covenants with TRPA to (a) furnish its professional skill, judgment and efforts, and to cooperate with TRPA and any other consultants or contractors engaged by TRPA in the performance of the Services and (b) perform its duties and obligations under this Agreement in an efficient, expeditious, and economical manner, consistent with the interests of TRPA.

3. The Consultant's Personnel. The Consultant shall provide adequate and experienced administrative and management personnel to perform the services.

4. The Consultant's Responsibilities for Costs and Expenses. The Consultant shall be responsible for all costs and expenses incurred relative to the Consultant, personnel of the Consultant, and subcontractors of the Consultant, in connection with the performance of the Services, including, without limitation, payment of salaries, fringe benefits contributions, payroll taxes, withholding taxes and other taxes or levies, office overhead expense, travel expenses, telephone and other telecommunication expenses, and document reproduction expenses.

SECTION II

RESPONSIBILITIES OF THE CONSULTANT

1. Personnel. The Services shall be performed by the Consultant or under its supervision. The Consultant represents that it possesses the professional and technical personnel required to perform the Services. TRPA retains the Consultant on an independent contractor basis and the Consultant is not an employee of TRPA. The personnel performing the Services on behalf of the Consultant shall at all times be under the Consultant's exclusive direction and control. The Consultant shall pay all expenses including, without limitation, salaries, fringe benefit contributions, payroll taxes, withholding taxes and other taxes or levies, and all other amounts due such personnel or due others as a result of the performance by such personnel of the Services in connection with their performance of the Services and other amounts due such personnel in connection with their performance of Services. The Consultant shall also be responsible for all reports and documentation required for its employees.

2. Cooperation/Project Administrator. The Consultant shall work closely and cooperate fully with TRPA's designated Project Administrator, and any other agencies which may have jurisdiction or interest in the Services. The Project Administrator will administer this Agreement. The Project Administrator, or his/her designee, shall be the principal officer of the TRPA, for liaison with the Consultant, and shall review and give approval to the details of the Services as they are performed. The TRPA designates Karen Fink, Housing and Community Revitalization Program Manager, as its Project Administrator, but reserves the right to appoint another person as Project Administrator upon written notice to the Consultant.

3. Project Manager. The Consultant shall designate and assign a project manager ("Project Manager"), who shall coordinate all phases of the Services. The Project Manager shall be available to the TRPA at all reasonable times. The Consultant designates Eric Yurkovich, Principal, to be its Project Manager.

4. Time of Performance. The Products to be provided and Services to be performed by the Consultant under and pursuant to this Agreement shall be conducted in accordance with the timetables contained in ‘Exhibit A’.

5. Report Materials. At the completion of the Services and upon delivery of Products, the Consultant shall deliver to the TRPA all documents, catalogs, quotes, data, studies, surveys, drawings, maps, models, photographs, and reports prepared by the Consultant, or prepared by others for the use and/or benefit of the Consultant, or otherwise provided to the Consultant by the TRPA or by others under this Agreement (the "Report Materials"). Any work product produced by the Consultant pursuant to this Agreement and any Report Materials provided for the use/or benefit of the Consultant shall be considered the property of the TRPA and shall be delivered to the TRPA upon the expiration or termination of this Agreement.

   Any text work product shall be submitted to TRPA together with a copy in a digital format that is compatible with either: 1) Microsoft Word for Windows, or 2) Excel for Windows. Any graphic work product submitted to TRPA in digital format must be submitted in one of the following formats: 1) Adobe Illustrator; 2) EPS (encapsulated postscript); 3) Adobe Photoshop files; 4) Tiff files; 5) Pict files; or, 6) ARC/Info graphic files. Any graphic work product prepared for TRPA shall,

whenever feasible, also be submitted with a copy in digital format compatible with one of the six formats outlined above.

6. TRPA Policy. The Consultant shall discuss and review all matters relating to the provision of Products and Services with the Project Administrator in advance of all critical decision points in order to ensure that the Services are provided and Products are delivered in a manner consistent with the goals and policies of the TRPA.

7. Conformance to Applicable Requirements. All aspects of the provision of Products and Services by the Consultant shall at all times conform to applicable city, county, state, and federal requirements and be subject to approval of the Project Administrator and TRPA.

8. Indemnification. The Consultant shall indemnify, defend and hold harmless the TRPA, its officers, and employees from any and all actions, claims, penalties, obligations, liabilities, or damages that may be asserted or claimed by any person, firm, entity, corporation, political subdivision, or other organization arising out of or in connection with the provision of Products and Services by the Consultant, or arising out of the operations or activities of the Consultant, its agents, employees, or subcontractors provided for herein in connection therewith, but only to the extent caused by the negligence or willful misconduct of Consultant, its agents, employees, or subcontractors:

   A. For claims subject to the Consultant's general liability insurance, Consultant will defend TRPA in any action or actions filed in connection with any of said claims. For claims subject to the Consultants' professional liability insurance, Consultant has no duty to defend TRPA, but Consultant agrees to reimburse TRPA's damages, penalties, obligations, or liabilities and will pay all costs and expenses, including attorney's fees, with an attorney of TRPA's own choosing, incurred in connection therewith, to the extent determined to have been caused by the Consultant's negligence.

   B. The Consultant will promptly pay any judgment rendered against the Consultant and/or the TRPA that is subject to indemnification under Section II, Paragraph 8 above.

   C. In the event the TRPA is made a party to any action or proceeding filed or prosecuted against the Consultant for such damages or other claims arising out of or in connection with the products, work, operations, or activities of the Consultant hereunder, the Consultant agrees to pay to the TRPA any and all costs and expenses incurred by TRPA in such actions or proceedings, together with reasonable attorneys' fees for an attorney of TRPA's own choosing.

9. Standard of Care; Licenses. The Consultant represents and warrants that it and all personnel engaged in providing Products and performing Services are and shall be fully qualified and are authorized or permitted under state and local law to perform such Services. The Consultant shall provide Products and perform the Services in a skillful and competent manner. The Consultant shall be responsible to TRPA for any errors or omissions in the execution of its duties hereunder. The Consultant represents and warrants that it and all personnel engaged in providing Products and performing the Services have all licenses, permits, qualifications, and approvals of whatever nature that are legally required to practice its profession.

The Consultant further represents and warrants that it shall keep in effect all such licenses, permits, and other approvals during the term of this Agreement.

10. Insurance. Without limiting the Consultant's indemnification of the TRPA, the Consultant shall obtain, provide, and maintain at its own expense during the term of this Agreement a policy or policies of insurance of the type and amounts described below, signed by a person authorized by that insurer to bind coverage on its behalf, and satisfactory to the TRPA, in its sole discretion. The Consultant shall provide to the TRPA certificates of insurance and copies of policies, if requested by the TRPA, of the following insurance, with Best's Class A - or better carriers:

    (1) Workers' compensation insurance covering all employees and principals of the Consultant, in a minimum amount of $1 million per accident, effective per the laws of the State of California.

    (2) Commercial general liability insurance covering third party liability risks, including, without limitation, contractual liability, in a minimum amount of $1 million combined single limit per occurrence for bodily injury, personal injury, and property damage. If commercial general liability insurance or other form with a general aggregate limit is used, either the general aggregate shall apply separately to this project, or the general aggregate limit shall be twice the occurrence limit. The Policy shall add as insured's the TRPA, its Board, Advisory Commission, officials, officers and employees, and agents for all liability arising from the Consultant's Services as described herein.

    (3) Commercial auto liability and property insurance covering any owned and rented vehicles of the Consultant in a minimum amount of $1 million combined single limit per accident for bodily injury and property damage.

    (4) Professional liability insurance covering errors and omissions on the part of the Consultant, in a minimum amount of $1 million per claim on a claims made form. Such insurance shall include coverage or an extended reporting period for two years beyond the completion of the Consultants performance of this agreement pursuant to the terms and conditions described herein.

    (5) Any additional forms of insurance, which the Consultant and/or TRPA determine may be necessary for its proper protection and performance of this Agreement.

A. Said policy or policies shall not be suspended, voided, cancelled by either party, or reduced in coverage or in limits except after thirty (30) days prior notice has been given in writing to the TRPA. Cancellation or modification of insurance coverage may be grounds for immediate termination of this agreement. The Consultant shall give TRPA prompt and timely notice of any claims made or suits instituted in association with or arising out of the Consultant's performance of this Agreement.

B. The Consultant shall include subcontracting consultants, if any, as insured's under its policies, or shall furnish separate certificates and endorsements for

each subcontractor. All coverage for each subcontractor shall be subject to the requirements stated herein.

11. Prohibition Against Assignment.

    A. The Consultant shall not assign, sublease, hypothecate, or transfer this Agreement, or any interest therein, directly, or indirectly by operation of law, without the prior written consent of the TRPA. Any attempt to do so without the prior written consent of the TRPA shall be null and void, and any assignee, sublesee, hypothecate or transferee shall acquire no right or interest by reason of such attempted assignment, hypothecation, or transfer.

    B. The sale, assignment, transfer, or other disposition of any of the issued and outstanding capital stock of the Consultant, if the Consultant is a corporation or of the interest of any general partner or joint venturer or syndicate member or co-tenant of the Consultant, if the Consultant is a partnership or a joint venture, or a syndicate or a co-tenancy, which shall result in changing the control of the Consultant, shall be deemed an assignment of this Agreement. For purposes of this paragraph, "control" means the ownership of fifty percent (50%) or more of the voting power of the corporation or fifty percent (50%) or more of the voting power of a partnership, joint venture, syndicate, or co-tenancy.

12. Progress. The Consultant is responsible to keep the Project Administrator and/or his/her duly authorized designee informed on a regular basis regarding the status and progress of the Products and the Services, activities performed and planned, and any meetings that have been scheduled or are desired relative to the provision of Products and Services or relative to this Agreement.

13. Confidentiality. No news releases, including photographs, public announcements, or confirmations of the same, of any part of the subject matter of this Agreement or any phase of the provision of Products and Services shall be made without prior written consent of the TRPA. The information which results from provision of Products and Services in this Agreement is to be kept confidential unless the release of information is authorized by TRPA.

14. Scheduling. The Consultant shall generally have no obligation to work any particular schedule, provided the Consultant will coordinate with the TRPA in achieving the results sought under the terms of this Agreement.

15. No Set Hours/Right to Contract. The Consultant's obligation hereunder is to complete the Services and to meet any deadlines set forth therein for the provision of Products. Except as provided herein, the Consultant has no obligation to work any particular hours or days or any particular number of hours or days. In this regard, the Consultant retains the right to contract for similar Services with any other entity, public or private.

16. Results. The TRPA agrees that it will have no right to control or direct the details, manner, or means by which the Consultant accomplishes the results of the Services performed hereunder.

SECTION III

RESPONSIBILITIES OF TRPA

1. Compensation. In consideration of the provision of Products and performance by the Consultant of the Services, the TRPA shall pay to the Consultant the amount/amounts as quoted and set forth in Exhibit "B" (the "Compensation").
2. Extra Work. The Consultant shall not receive additional Compensation for any extra work or Products provided unless such extra work or provision of Products has been authorized by the TRPA as an amendment to this Agreement prior to the commencement of the extra work. The TRPA shall pay the Consultant for extra work and/or products in accordance with the schedule set forth on Exhibit "B".
3. Invoicing. The Consultant shall submit invoices to the TRPA on a monthly or on such other basis as set forth in Exhibit "B." Each invoice will be itemized, identify the project name or number, indicate the balance left on the contract net of the current invoice expenses, include the dates of work performed, and when applicable the percentage of completion for each task.
4. Payment to Consultant. TRPA shall make payments to the Consultant within thirty (30) days following the date of receipt of the invoice unless TRPA disputes the amount of the Compensation the Consultant claims it is owed under this Agreement. Payments shall be made on the basis of estimated task costs set forth in Exhibit "B."
5. Withholding.
   A. Disputed Sums. The TRPA may withhold payment of any portion of the Compensation if payment is disputed until resolution of the dispute with the Consultant. TRPA will notify the Consultant immediately if payment is disputed. Notwithstanding Section IV.4, the Consultant shall have up to 14 calendar days to respond and make any necessary rectifications. Such withholding by the TRPA shall not be deemed to constitute a failure to pay by the TRPA. The Consultant shall not discontinue the provision of Products or performance of Services for a period of thirty (30) days from the date Compensation is withheld hereunder. The Consultant shall have an immediate right to appeal to the TRPA with respect to withheld amounts. The determination of the TRPA with respect to such matters shall be final. The Consultant shall be entitled to receive interest on any portions of the Compensation withheld which are thereafter deemed to be properly payable to the Consultant at the rate of five percent (5%) per annum, simple interest.

SECTION IV
TERMINATION

1. Term of Agreement. This agreement shall be effective and commence as of the date first written above and shall terminate on December 31, 2026, unless terminated earlier as set forth herein.
2. Termination. TRPA or Consultant may terminate this agreement upon thirty (30) days prior written notice to the other party. If the Agreement is so terminated, the

Consultant shall be compensated for all completed services rendered up to and including the day of termination.

3. Termination Upon Event of Default. TRPA may immediately terminate this Agreement upon an Event of Default, defined below. Upon a termination of this Agreement, the TRPA shall pay to the consultant the part of the Compensation which would otherwise be payable to the Consultant with respect to the Services which had been completed as of the date of termination, less the amount of all previous payments with respect to the Compensation.

4. Events of Default. Each of the following events shall constitute an "Event of Default":

   A. The Consultant fails to observe, perform, or comply with any material term, covenant, agreement, or condition of this Agreement which is to be observed, performed, or complied with by the consultant, of such failure to continue uncured for five (5) calendar days after the TRPA gives the Consultant notice of any failure and specified the nature of such failure.

   B. The Consultant commits any fraud, misrepresentation, breach of fiduciary duty, willful misconduct, or intentional or breach of any provision of this Agreement.

5. Budget Contingency Clause

   Funding for this contract is contingent on current and future authorizations from the TRPA Governing Board and/or outside funding sources. If that authorization is removed or not renewed, this Agreement shall be of no further force and effect. In this event, the TRPA shall have no liability to pay any funds whatsoever to the Consultant or to furnish any other considerations under this Agreement except as noted in this section and the Consultant shall not be obligated to perform any provisions of this Agreement. TRPA will inform the Consultant as soon as funding authorization is removed or not renewed. The Consultant will be reimbursed for the work completed to the date of cancellation. TRPA shall have the option to either cancel this Agreement with no liability occurring to the TRPA, pursuant to Section IV. 2 and 3 above or offer an Agreement amendment to the Consultant to reflect the reduced amount.

SECTION V

GENERAL PROVISIONS

1. Nondiscrimination by the Consultant. The Consultant represents and agrees that the Consultant, its affiliates, subsidiaries, or holding companies do not and will not discriminate against any subcontractor, consultant, employee, or applicant for employment because of race, religion, color, sex, handicap, national origin, ancestry, creed, physical disability (including HIV and AIDS), medical condition, age, marital status, denial of family and medical care leave, and denial of pregnancy disability leave. Such nondiscrimination shall include, but not be limited to, the following: employment, upgrading, demotion, transfers, recruitment, recruitment advertising,

layoff, termination, rates of pay, or other forms of compensation, and selection for training, including apprenticeship.

2. TRPA's Rights to Employ Other Consultants. The TRPA reserves the right to employ other consultants in connection with this project.

3. Conflicts of Interest.

   A. The Consultant or its employees may be subject to the provisions of Article III (a)(5) of the Tahoe Regional Planning Compact (P.L. 96-551, 94 Stat. 3233, Cal. Gov't Code Section 66801, N.R.S. 277.200), which requires disclosure of any defined economic interest and prohibits such persons from attempting to influence Agency decisions affecting certain economic interests.

   B. The Consultant or its employees may be subject to the provisions of the California Political Reform Act of 1974 (the "Act"), that (1) requires such persons to disclose financial interests that may foreseeably be materially affected by the work performed under this Agreement, and (2) prohibits such persons from making or participating in making decisions that will foreseeably financially affect such interests.

   C. If subject to the Compact or the Act, the Consultant shall conform to all requirements of the Compact or the Act, as required. Failure to do so constitutes a material breach and is grounds for termination by this Agreement by the TRPA.

4. Assignments and Subcontractors. The Consultant shall not subcontract any portion of the Services or provision of Products except as expressly stated herein, without prior written consent of the TRPA. Subcontracts, if any, shall contain a provision making them subject to all provisions stipulated in this Agreement.

5. Notices. All notices required hereunder shall be given in writing to the following addresses or such other addresses as the parties may designate by written notice:

   To the TRPA:
   Tahoe Regional Planning Agency
   Attn: Karen Fink
   128 Market Street
   PO Box 5310
   Stateline, NV 89449-5310
   775-589-5258
   kfink@trpa.gov

   To the Consultant:
   Raimi and Associates
   Attn: Eric Yurkovich
   1900 Addison Street, Suite 200
   Berkeley CA 94704
   eric@raimiassociates.com
   Direct: (510) 394-3715
   Main: (510) 666-1010

   Notice shall be deemed received as follows, depending upon the method of transmittal by facsimile, as of the date and time sent; by messenger, as of the date delivered; and by U.S. Mail, certified, upon receipt requested, as of 72 hours after deposit in the U.S. Mail.

6. Authority to Enter Agreement. The Consultant warrants that it has all requisite power and authority to conduct its business and to execute and deliver, and to perform all of its obligations under this Agreement. Each Party warrants that the individuals who have signed this Agreement have the legal power, right, and authority to enter into this Agreement so as to bind each respective Party to perform the conditions contemplated herein. If the Consultant is a corporation or partnership, the Consultant also warrants that it is duly organized, validly existing in good standing under the laws of the State of California, and will continue to be so during the term of this Agreement
7. Severability/Illegality. If any portion of this Agreement is declared by a court of competent jurisdiction to be invalid or unenforceable, the remaining provisions of this Agreement shall continue in full force and effect. The illegality of any provision of this Agreement shall not affect the remainder of this Agreement.
8. Time is of the Essence. Time is of the essence in this Agreement, and all parties agree to execute all documents and to proceed with due diligence to complete all covenants and conditions set forth herein.
9. Attorneys' Fees and Costs. If any legal action or other proceeding is brought for the enforcement of this Agreement, or because of an alleged dispute, breach, default, or misrepresentation in connection with any provisions of this Agreement, the successful or prevailing party shall be entitled to recover reasonable attorneys' fees and other costs incurred in that action or proceeding, in addition to any other relief to which it may be entitled.
10. Governing Law and Venue. This Agreement shall be construed in accordance with and governed by the laws of the State of Nevada. Any lawsuit brought to enforce this Agreement shall be brought in the appropriate court in Nevada.
11. Waiver. No waiver of any provision of this Agreement shall be deemed or shall constitute a waiver of any of the provision, whether or not similar, nor shall any waiver constitute a continuing waiver. No waiver shall be deemed a waiver and no waiver shall be binding unless executed in writing by the party making the waiver. No waiver, benefit, privilege, or service voluntarily given or performed by other parties shall give the other party any contractual right by custom, estoppel, or otherwise.
12. Days. Any term in this Agreement referencing time, days, or period of performance shall be deemed to be calendar days and not workdays.
13. Entire Agreement. This Agreement contains the entire agreement of the TRPA and the Consultant and supersedes any prior or written statements or agreements between the TRPA and the Consultant. No supplement, modification, or amendment of this Agreement shall be binding unless executed in writing by both parties.
14. Binding on Assigns. Each and all of the covenants and conditions of this Agreement shall be binding on and shall inure to the benefit of the successors and assigns of the respective parties.
15. Counterparts. This Agreement may be signed in counterparts, each of which shall constitute an original and which collectively shall constitute one instrument. This Agreement may be executed and transmitted by facsimile or other means of electronic communication, which signature shall be binding upon the parties as if they were original signatures.

16. Captions. The captions of the various articles and paragraphs of this Agreement are for the convenience and ease of reference only, and do not define, limit, augment, or describe the scope, content, or intent of this Agreement or of any part or parts of this Agreement.

17. Construction. In all cases, the language in all parts of this Agreement shall be construed simply, according to its fair meaning and not strictly for or against any party, it being agreed that the parties or their agents have all participated in the preparation of this Agreement.

18. Cooperation/Further Acts. The parties shall fully cooperate with one another in attaining the purposes of this Agreement and, in connection therewith, shall take any such additional further acts and steps and sign any such additional documents as may be necessary, appropriate, and convenient as related thereto.

19. Survival. The obligations of the Consultant under this Agreement including, without limitation, the obligations set forth in Section II, Paragraph 8 (Indemnification), and Section II, Paragraph 10 (Insurance), as they relate to the Services, shall survive the termination of expiration of this Agreement.

20. Incorporation of Recitals and Exhibits.

    A. The "Recitals" constitute a material part hereof, and are hereby incorporated by reference herein as though fully set forth.

    B. The "Exhibits" constitute a material part hereof, and are hereby incorporated by reference herein as though fully set forth.

21. References: All references to the Consultant shall include all personnel, employees, agents, and subcontractors of the Consultant.

22. No Funds to Unqualified Aliens. Under law, no funds received under this Agreement shall be paid to any alien who is "not a qualified alien" within the meaning of the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 ("Act"). The Consultant shall be responsible to ensure that no funds the Consultant receives from TRPA are paid to any employee or subcontractor in violation of this Act.

23. Certification Regarding Lobbying. The Consultant certifies that no funds received under this Agreement have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any State or Federal agency, a Member of the State Legislature or United States Congress, an officer or employee of a Member of the Legislature or Congress, or an employee of a Member of the Legislature or Congress.

24. Certification Regarding Debarment and Suspension. The Consultant certifies to the best of its knowledge and belief that it and its principals:

    A. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;

    B. Have not within a three-year period preceding this Agreement been convicted of or had a civil judgment rendered against them for commission of fraud or criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or Local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement,

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theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property;

C. Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State or Local) with commission of any of the offenses enumerated in paragraph (24)(b) of this Agreement; and

D. Have not within a three-year period preceding this Agreement had one or more public transactions (Federal, State or Local) terminated for cause of default.

IN WITNESS WHEREOF, the parties hereto have accepted and made and executed this Agreement upon the terms, conditions, and provisions set forth above as of the Effective Date.

TAHOE REGIONAL PLANNING AGENCY

BY: DocuSigned by: Julie W Regan 706C6E299F81438... Date: January 25, 2024

JULIE W. REGAN
EXECUTIVE DIRECTOR

RAIMI AND ASSOCIATES, INC.

BY: DocuSigned by: Simran Malhotra 738F3D6536F74D6... Date: January 22, 2024

SIMRAN MALHOTRA
VICE PRESIDENT

raimi+ associates

PROPOSAL SUBMISSION FOR THE

Tahoe Regional Planning Agency

Tahoe Living Strategic Priority Phase 3: Housing, Equity, and Sustainable Communities (working title)

RFP #240005 | Revised January 2024

Submitted by Raimi + Associates
In partnership with: CITECON | Environmental Science Associates | Mariposa Planning Solutions | BAE Urban Economics

Scope of Work

Building on the preliminary scope developed by TRPA, the following scope of work describes the major tasks for the Tahoe Living Phase 3 project for the R+A team.

Task 1: Project Initiation and Management

Task 1.1: Project Kick-Off

The R+A team will hold a two-day kick-off meeting with the TRPA to initiate the project. During the first day, the team will review the project schedule, refine the work plan, discuss key issues with TRPA staff, and tour key locations within the region, as appropriate. There may also be topic-specific discussions on issues such as community engagement, housing and economic development, equity, and climate change. During the second day, topic-specific discussions with TRPA will continue, and the team will commence stakeholder meetings and interviews with external organizations, including with Tahoe Living Working Group members, housing developers, environmental organizations, and more.

Task 1.2: Work Plan

The R+A team will develop a work plan and timeline for completing, refining, and approach for items in the scope of work. This includes the management of key deliverables for each scope item, and the utilization of the staff expertise, working group meetings, Governing Board, Tahoe Living Working Group, and Advisory Planning Committee meetings to gain support for each step.

The work plan will be a living document, updated throughout the TRPA project management process. R+A will update the work plan on a quarterly basis, and it will be shared with TRPA staff through Microsoft Sharepoint or a similar platform.

Task 1.3: Ongoing Project Management and Administration

This task includes ongoing project management and team coordination throughout the life of the project. It will include bi-weekly coordination meetings with TRPA staff, consistent progress reporting, invoicing and schedule monitoring, and additional periodic project team/TRPA staff meetings. R+A will prepare agendas and provide minutes for each coordination call and resources will be shared via Microsoft Sharepoint. Daily communications will be primarily via email, and the R+A project manager will be the primary point of contact with TRPA's project manager for all communication.

Task 1 Deliverables

- Kick-off meeting agenda and summary notes
- Project work plan, updated on a quarterly basis
- Bi-weekly meeting agendas and minutes

Task 2: Equity and Climate Assessment

During this task, the R+A team will prepare an Equity and Climate Assessment White Paper and series of technical analyses that summarize the current conditions, topics critical to the Tahoe Living Phase 3 project, and initial policy ideas. Task 2 spans the first and second phases of the project. During the first phase of the project, the team will review past studies and plans, define key issues, confirm key climate and equity outcomes for the project, and then refine the assessment plan based on this work. This will be supported by initial listening sessions with TRPA staff, stakeholders, Tahoe Living Working Group, the Governing Board and more.

During the second phase, the team will evaluate the TPRA Regional Plan policies, audit the Code of Ordinances, and assess market conditions regionwide, amongst other work. This analysis will be summarized into a white paper to be reviewed with staff, stakeholders, working groups, and more.

Task 2.1: Review Past Studies

During Phase 1 of the project, the R+A team will review existing plans, reports, studies, and work with TRPA staff to determine how the information should be incorporated into the Tahoe Living Phase 3 project. This will include the TRPA Regional Plan, Code of Ordinances, Transportation Equity Study, and other past work completed by the Tahoe Living Working Group, RHNA allocations (in California), housing elements and forecasts, equity and climate studies, economic development and tourism studies and trends, housing market and affordability studies, and TDR program, transaction and spatial data, and evaluations, among other data sources. The deliverable for this task will be a matrix summarizing each document and how each should be incorporated into the Tahoe Living Phase 3 project.

Task 2.2: Climate and Equity Outcomes, Key Issues, and Assessment Plan

Using all the information collected from Phase 1, including community engagement, R+A will prepare a brief memorandum that includes a refined list of equity and climate outcomes for the project, a summary of key issues, and a refined Equity and Climate Assessment plan for the project.

- **Equity and Climate Outcomes**: The equity and climate outcomes will build upon the "Summary of Long-Term Outcomes Expected from Project" and will be a key element of the first phase of engagement. Through stakeholder meetings, working groups, and other engagement events, we will explore how individuals envision the future of the region and the most important values of community, equity and inclusion, and identity. This information will be summarized in a new or updated set of outcomes. The outcomes will be used to evaluate policy ideas and options developed later in the process and will be the basis for evaluating the long-term performance of the programs.
- **Issues and Opportunities**: A summary issues and opportunities table that lists the equity and climate issues that need to be addressed during the Restoring Housing Justice project. This will be a detailed list that will help the team and the TRPA staff organize discussions and identify needed changes to the Regional Plan, Code of Ordinances, and TDR and growth management programs.
- **Equity and Climate Assessment Plan**: Based on the list of key issues, the team will refine the Equity and Climate Assessment Plan to ensure it meets the needs of the project. Our team's initial approach is included in Tasks 2.3 and 2.4 but recognize it might change based on Phase 1 efforts.

Task 2.3: Technical Assessments

During this task, the R+A team will create a series of standalone technical assessments that will be compiled and summarized into an Equity and Climate Assessment White Paper in Task 2.4. These assessments will evaluate the TDR and growth management systems, development standards, and related processes as they relate to the provision of housing, infill development, environmental protection, and equitable and resilient communities. They will also provide useful background information for the Community Engagement Toolkit.

Task 2.3A: TRPA GIS Evaluation of Past Development, Disadvantaged Communities, and Town Center Areas. Utilizing the TRPA's capacity to provide in depth analysis and mapping, the R+A team recommends that TRPA conduct a series of spatial analysis to support policy development and the engagement process. This analysis may include:

- **Center characteristics**: A spatial analysis and data compilation of population, socio-economic, household, and housing characteristics for the identified centers and receiving areas.

- **Past development**: A spatial analysis of the TDR transaction and spatial data related to past development and the development's location related to sub-region, disadvantaged communities, Town Center areas, and/or other factors.
- **Priority Community Zones and equity analysis**: Transitioning development from auto-oriented dispersed development towards more compact, walkable town centers is a key goal of Lake Tahoe's Regional Plan and is a key desired outcome of the Tahoe Living Phase 3 project. Several TRPA town centers and Priority Community Zones, however, intersect with areas identified by the Climate and Economic Justice Screening Tool as disadvantaged. This GIS-based analysis will assess intersections and support policy recommendations associated with anti-displacement.
- **Other analysis** as defined in the Equity and Climate Assessment Plan and/or by TRPA staff.

R+A included minimal hours in this task to coordinate with TRPA staff. It is assumed TRPA staff will complete this analysis.

Task 2.3B: Rapid Climate Equity Assessment. Using existing data and tools, ESA will conduct a rapid assessment to identify areas and people/communities within the TRPA service area that are most at risk from climate change and extreme events (e.g., drought, wildfire, heat). ESA will identify any overlaps with existing/proposed housing supply/quality, infrastructure and transportation options/accessibility, and availability/accessibility of other critical services, including ecosystem services. ESA will create a high-level community climate hazards and equity profile that describes characteristics of local climate-related hazards posed to residents and assets in the region as well as equity-related and their intersections with communities and individuals that may be disproportionately affected by climate change.

Task 2.3C: Benefits and Costs Associated with Housing Development. At a regionwide scale, R+A will analyze the benefits and costs of housing development using Urban Footprint. This analysis will explore sub-regions (e.g., north and south Lake Tahoe and California/Nevada), location (e.g., town center and outside town center), and type of housing development (e.g., single family, townhome, second homes, short-term rentals, and multifamily). UrbanFootprint will provide metrics on energy use, greenhouse gas emissions, vehicle miles traveled, and more, which can be refined based on assessments produced by TRPA or others, including the updated RTP and Travel Demand Model updates. This analysis can help the public understand how various housing development decisions can support or hinder achievement of equity and climate outcomes.

Task 2.3D: Policy, Code, and Program Evaluation. Building on the recommendations developed by Tahoe Living Working Group, the R+A team, working closely with TRPA staff, will conduct a review of the existing Regional Plan goals and policies, Code of Ordinances, and the TDR and growth management programs to identify areas that may need to be updated. For the Regional Plan, for example, policies related to the TDR program will be pulled into a matrix to evaluate the extent to which the policies are in conformance with the equity and climate objectives refined for the Tahoe Living Phase 3 project. Based on this evaluation, R+A will identify potential changes to enable those outcomes to become a reality. This could include revisions to the existing policies or programs, the Code of Ordinances, or some combination of these options.

Likewise, R+A will conduct a technical review of the Code of Ordinances and Rules and Procedures. R+A will focus on growth management (Chapters 50, 51, 52, and 53) but will review other relevant sections, including transfers (Chapter 6), land uses (Chapters 21 and 22), and site development (Chapters 30, 31, and 36). The purpose of this review is to analyze the effectiveness of the existing regulations to implement the equity and climate outcomes. This analysis will build upon the recommendations from Tahoe Living Working Group and TRPA staff.

This task will be undertaken in conjunction with TRPA staff and will rely on staff's extensive knowledge of the growth management and TDR programs. This work will be summarized in a policy, code, and program evaluation memo which includes a summary matrix and will be presented to TRPA staff. The result of this task will be a clear list of any policies that should remain unchanged, and any policies that should be modified during the program update process.

Task 2.3E: Housing Prototype Analysis. As part of this analysis, R+A will identify and study up to four housing typologies or prototypes. R+A will test the existing development standards to understand potential policy and code constraints associated with those housing types and alternatives that could increase residential feasibility. R+A will prepare graphic illustrations and provide images to represent and explain a suggested design topic or standard, many of which will contain text callouts helping to illustrate the design intent. These housing prototypes will provide the basis for the pro-forma analysis and will be provided as a PPT presentation.

Task 2.3F: Housing Supply and Market Conditions Assessment. To support the work across the R+A team's technical analyses, BAE will collect vital statistics regarding the state of the existing housing supply within the Lake Tahoe Basin counties and census designated places (CDPs) and will document market conditions within both the rental and for-sale housing markets. This will include collecting information from the U.S. Census Bureau (Census) and the California Department of Finance (DOF) regarding the number of people and households residing within the basin, as well as the growth and/or decline of the resident population over time, including during the recent COVID-19 pandemic. This will include information on changes in minority resident populations and minority headed households. BAE will collect the available information in change of address requests from the U.S. Postal Service. BAE will collect information on household size, population age and age of householder, household income, household tenure, and the presence of persons with disabilities and single parent households from the Census and will collect relevant statistics from the U.S. Department of Housing and Urban Development (HUD) regarding the prevalence of housing problems by income, race, and ethnicity within the Lake Tahoe Basin counties and CDPs.

This analysis will then consider the number of housing units by type that exist within the basin, including units in structure and number of bedrooms. BAE will also collect detailed information on residential vacancy by type, with an emphasis on identifying changes in the way that the housing stock is being utilized (e.g., increasing seasonal vacancy). This information will be compared with the available information regarding non-local home ownership (i.e., the number of parcels and housing units associated with homeowners' tax exemptions, as well as out-of-area contact information for the property owner). TRPA will coordinate the collection of information on the number of short-term rentals that are permitted within each jurisdiction, as well as the number of known enforcement actions regarding unpermitted short-term rentals. BAE will use information collected by TRPA, as well as information from AirDNA, a private data vendor, to estimate the overall prevalence of short-term rentals within the Lake Tahoe Basin by subarea. BAE will then also compile information from local Housing Element documents regarding housing conditions (e.g., the prevalence of substandard housing) in concert with data from the U.S. Census Bureau on housing age. BAE will collect information on home sales prices from 2019 through 2023 to document the abrupt changes in the market observed over recent years which significantly impact workforce housing affordability and availability. To the extent possible, BAE will match recent sales records with homeowners' property tax exemption filings to estimate the share of total home sales by year that are likely to be owner-occupied and will compare this data to estimated changes in owner occupancy observed in the available Census data. BAE will collect information on multifamily apartment rents using CoStar but will then collect information on private home and apartment rentals based on a survey of current rental listings over the course of a three-month period. BAE will then use current information from the California Department of Housing and Community Development (HCD) and TRPA to

calculate the rental rate and for-sale home price that would be affordable to local households at different income levels within different basin communities, including 'Achievable' incomes.

Next, the analysis will consider existing employment by industry sector within the basin and will evaluate the usability of the available projections regarding expected jobs growth. This will include an evaluation of employment seasonality within the basin, which is known to be significant, along with commute pattern data provided by the transportation consultant. The analysis will also discuss the prevalence of unfilled jobs and employee turnover, as documented within the existing regional workforce housing need studies and through ongoing community outreach.

BAE will work with TRPA staff and representatives from local jurisdictions to identify the most recent available residential and non-residential growth forecasts and will consider the extent to which these estimates may be relied upon as indicators of market driven population and jobs growth. TRPA will collect and provide up-to-date information on planned and proposed new developments within the basin, both residential and non-residential (recognizing that non-residential development impacts workforce housing demand). Based on a comparison between projected demand, current and forecasted affordable workforce housing demand, proposed near-term development, and the remaining inventory of development rights and known redevelopment opportunities, BAE and the R+A team will then identify anticipated gaps and imbalances between demand and land use commodity supply. For example, the analysis will aim to identify the extent to which certain minority groups and other disadvantaged populations may be underserved by the existing housing market, the types of workers and households who are being excluded from the community due to a lack of available, suitable, and affordable housing, and the extent to which existing households may be at risk for displacement.

The results of this research will be summarized in a consolidated background report, including narrative descriptions of the data and observed trends and findings, tables and figures illustrating the relevant data, summary infographics that may be leveraged for community engagement purposes, and maps that illustrate differences in conditions and needs throughout different Lake Tahoe Basin communities.

CITECON will support this work through peer review and development of key questions for the analysis to address.

Task 2.3.G: Land Value Analysis. As part of this task, CITECON will prepare pro-forma Residual Land Value (RLV) analysis for housing development prototypes and market sub-areas. RLV models for 10 residential development typologies based on current market and development parameters, by market sub-areas will be prepared. These RLV models will be compared with recent land sale prices. Based on sensitivity analyses of key variables, including rents at different target affordability levels, development costs, impact fees, interest rates, occupancy and sales rates, etc., CITECON will estimate how changes in revenue, development costs, and rates-of-return affect feasibility positively and negatively for different prototypes in different sub-markets. CITECON will conduct up to 10 broker and developer interviews.

Once complete, CITECON will identify possible actions that could improve project feasibility and incentives for TDR Sending Areas and TDR Receiving Areas to participate in a transaction for different development right transfer approaches in the TRPA overall and within or between sub-markets, such as transfers of units, transfers of square footage, transfers of value, and/or other approaches. CITECON will also assess potential fiscal implications for Sending and Receiving Areas for the various TRPA jurisdictions and recommend fiscal incentives for Sending Area and Receiving Area jurisdictions to participate in a TDR transfer program. CITECON will also consider existing and potential methods for banking TDR sales and credits.

The above analyses will be presented in a draft and final White Paper regarding market, economic, and fiscal considerations when revising the TDR program to improve equity outcomes.

BAE will support the analysis through peer review and input on the prototypes and analysis assumptions.

Task 2.3H: Comparative Analysis of TDR and Growth Management Programs. With a better understanding of TRPA TDR and growth management programs, CITECON and R+A will complete a comparative analysis of TDR and growth management programs with a focus on equity implementation. This analysis will be defined with TRPA staff but may include analysis of key programs and initiatives, construction of the transfer of development rights program (e.g., value, units, square footage, etc.), development incentives or modified requirements, amongst other topics. The intent is to better understand the program structure and tools used to effectively, efficiently, and equitably deliver housing in the receiving locations.

Task 2.4: Equity and Climate Assessment White Paper

Building on the technical analysis prepared as part of Task 2.3, the R+A team will consolidate the key findings into an Equity and Climate Assessment White Paper. The White Paper may include:

- A discussion of the TDR and growth management programs.
- A series of "issues to be addressed" in revising the programs. For each issue to be addressed, it would include:
    - A brief description
    - Relevant policy and code section references
    - A summary of the technical analysis in Task 2.3 if appropriate
    - An initial discussion of some initial policy options.

The technical analysis developed in Task 2.3 will be appended to the White Paper.

Task 2 Deliverables

- Review of past studies matrix
- Climate and Equity Outcomes, Key Issues, and Assessment Plan (Admin and Final)
- Equity and Climate Assessment White Paper (Admin and Final), with technical appendices

Task 3: Policy and Code Recommendations

In Phase 3, the R+A team will work with TRPA staff, Tahoe Living Working Group, the APC, Governing Board, and community to resolve key policy and code issues identified during Tasks 1 and 2. This task will result in a framework document that outlines recommended amendments to the Regional Plan goals and policies, TRPA Code of Ordinances, Rules of Procedure, and the TDR and growth management programs.

Task 3.1: Administrative Draft Policy and Code Recommendations Framework

Based on comments on the White Paper and technical analysis, as well as other input gathered, the R+A team will prepare a framework memorandum of the proposed policy and code updates. For this task, the R+A team will identify whether existing policies and code sections are to be maintained, amended, or discarded and where new sections are needed. If needed, the R+A team will prepare policy or code alternatives for TRPA to be reviewed and discussed during Phase 3 engagement. A framework with the proposed high-level use tables and development standards will also be prepared.

As part of this this task, R+A will test up to eight variations of the housing prototypes developed in Task 2.3E to illustrate alternative development standards and increase residential feasibility. R+A will prepare graphic illustrations and provide images to represent and explain a suggested design topic or standard, many of which will contain text callouts helping to illustrate the design intent.

Using and augmenting the models prepared in the Equity and Climate Assessment, CITECON will assess the economic cost/benefit of the candidate policy and code recommendations, quantitatively where possible or qualitatively. The assessments will focus on how the policy and code recommendations may affect project feasibility and incentives for Sending and Receiving Area property owner and jurisdiction participation, and how the overall regional economy and equity objectives may be affected.

Additionally, ESA will use findings from Task 2, supplemented by a literature review, case studies, and interviews (if appropriate), to identify potential strategies that achieve dual climate resilience and housing equity principles. ESA will develop a matrix that describes each strategy, potential limitations and benefits, and potential incentive mechanisms for implementation. The matrix will identify draft climate and equity policy and code recommendations for TRPA's TDR and growth management policies. This includes:

- Identify existing and potential climate-resilient and anti-displacement strategies (e.g., climate-informed retrofitting, public transit-oriented development, joint affordable housing-open space development, public land acquisition/conservation);
- Evaluate strategies by their limitations and benefits (e.g., economic, environmental, equitable, administrative/legal); and,
- Identify feasible and effective incentive mechanisms (e.g., risk-based taxes, low impact development/green infrastructure, energy efficient designs, buyouts, limit development and/or redevelopment in most at-risk areas) that may enable implementation.

These assessments will be presented in a Draft Policy and Code Recommendations Framework for TRPA staff review.

Task 3.2: Final Draft Policy and Code Recommendations Framework

After TRPA staff reviews the Admin Draft and after receipt of one consolidated set of non-conflicting comments, the R+A team will make changes and produce the Final Draft Policy and Code Recommendations Framework. The R+A team will present policy and code recommendations to the Tahoe Living Working Group, APC, and full TRPA Governing Board for discussion.

Task 3 Deliverables

- Policy and Code Recommendations Framework (Admin and Final)

Task 4: Policy and Code Updates

Task 4.1: Admin Draft Policy and Code Updates

Based on the direction received from TRPA staff, APC, and the Governing Board on the draft recommendations, R+A will prepare an administrative draft of the proposed policy and code updates. This will include recommended policy changes to the Regional Plan and code changes to the Code of Ordinances and Rules of Procedures including:

- **Regional Plan Policies**: Regional Plan policies related to the growth management program, climate resilience, and anti-displacement will be updated to reflect the equity and climate outcomes.
- **Growth Management Regulations**: Chapters 50-52 contain regulations for the growth management and TDR program. These regulations will be revised to implement the climate and equity outcomes.
- **Site Development Regulations**: Chapters 30-39 contain standards for development, including land coverage, density, and height. Existing design and development standards for residential and

mixed-use development will be reviewed for any updates, as necessary, to establish standards that meet the Tahoe Living Phase 3 project objectives.

- **Administrative Provisions**: Article 5 of the Rules and Procedures sets forth the permits and procedures for development applications. The purpose and scope of review for proposed projects updated for consistency with the equity and climate goals of the project.
- **Terms and Definitions**: Terms and definitions will be reviewed and updated as needed. As a rule, definitions will use plain language and be consistent with definitions of other sections of the Code or Ordinances.
- **Other Sections**: As determined in the process.

Task 4.2: Public Review Draft Policy and Code Updates.

Based on one set of consolidated, non-conflicting TRPA staff comments on the Admin Draft, R+A will prepare a Public Review Draft of the amendments and proposed changes that will be made available to the public for review. The R+A team will present the public review draft policy and proposed code updates to Tahoe Living Working Group, APC, and the Governing Board for discussion and feedback– with no action to be taken.

Task 4.3: Final Draft Policy and Code

Based on final direction/comments from Tahoe Living Working Group, the APC, and Governing Board during the Public Review process, R+A will prepare final policy and proposed code amendments that reflect all of the changes. Based on the significant amount of public input gathered prior to this stage, the budget assumes that changes at this stage will be minor – larger changes may require a budget amendment. As part of this task, the team will prepare and transfer all relevant materials, maps, and design files to TRPA so that staff can assume full ownership of the document.

Task 4.4: APC and Governing Board Public Meetings

The R+A team will attend and present at up to two APC and Governing Board meetings to review the policy and code updates and the environmental analysis, where they may take an action. At the conclusion of the meetings, the Governing Board will determine whether to adopt/approve the amendments. R+A will prepare PowerPoint presentations (typically less than 30 slides), and TRPA staff will prepare the staff reports.

The ESA CEQA Task Leader will participate in one (1) public meeting before the TRPA Advisory Planning Commission related to consideration of certification of the EIS and approval of the proposed plan. We will prepare any necessary presentations and answer EIS-related questions during the meeting. In addition, the ESA CEQA Manager will participate in one (1) public hearing before the TRPA Governing Board for consideration of certification of the EIS and approval of the proposed plan. We will prepare any necessary presentations and answer EIS-related questions during the meeting.

Task 4 Deliverables

- Policy and Code Updates (Admin, Public Review, and Final Post Hearing drafts)
- APC and Governing Board hearings x2; brief presentations

Task 5: Environmental Clearance for Qualified Projects

ESA will work with TRPA to develop a permitting pathway for projects that have met environmental review requirements and can be expedited for implementation. Candidate project types could include projects that result in a net environmental benefit or have been reviewed in previous environmental documents. This task will include developing criteria and a clear process to meet Tahoe Living and Regional Plan goals.

Task 5.1: Phase I: Draft CEQA and TRPA Streamlining Plans

The CEQA statutes and guidelines provide opportunities for streamlining environmental review processes that vary based on several factors including existing relevant planning or environmental documents, project or site characteristics, and the availability of technical data to support conclusions. CEQA and TRPA Streamlining processes can also have differing cost, schedule, and risk implications that would make them more or less desirable as project pathways. ESA's intent with this task is to develop documents that can be used by TRPA and local agency staff to determine the most efficient path through the environmental review and approval processes once a development application has been received.

ESA will work in consultation with R+A, the TRPA team, and local agency stakeholders to prioritize the array of potential streamlining pathways. ESA will rely on key feedback from stakeholders collected during project meetings and during public outreach (conducted and attended by others on the project team) to define the weighted ranking of each pathway. Based on this process, ESA will develop a workflow for the determination of the appropriate CEQA and TRPA processes to be undertaken for proposed housing projects, identifying the factors that would inform the differences between approaches. These factors will inform Phase II of this task, which will build on this streamlining workflow plan through the identification of environmental constraints and potential solutions to regional environmental challenges to housing.

Throughout this task, ESA will work in consultation with the TRPA team on the potential streamlining process and pathways and draft a workflow plan for TRPA's review. Should the selected solutions and pathways warrant additional investigation, there may be a need to revisit the task budget.

Task 5.2 Phase II: Environmental Streamlining Workflow Implementation Tools and Final

Once the CEQA document for a local agency's area plan has been prepared, subsequent activities under the plan must be evaluated to determine what, if any, additional CEQA documentation needs to be prepared. If the area plan CEQA document addresses the plan's effects as specifically and comprehensively as possible, then under the right conditions subsequent projects proposed pursuant to implementation of that area plan could be found to be within the scope of that original CEQA document and those subsequent projects may not be required to prepare a new environmental impact report or negative declaration (CEQA Guidelines Section 15168(c)). When an area plan CEQA document is relied upon for a subsequent activity, the CEQA Lead Agency must incorporate feasible mitigation measures developed in the CEQA document into the subsequent activities (CEQA Guidelines Section 15168(c)(3)). If a subsequent activity would have effects not addressed in the environmental compliance document, the Lead Agency must prepare a new environmental document specific to the project. To that end, ESA will develop the streamlining implementation tools intended to reduce the need for the preparation of a new environmental document.

To facilitate the implementation of the proposed CEQA Streamlining Workflow, ESA will identify the array of potential process tools that could facilitate the optimal use of the Workflow for the benefit of potential housing projects that conform to the desired project attributes of local agencies. The anticipated process tools to be identified in this process include but are not limited to the following:

- Worksheet for local agencies to use when receiving project applications that uses information from the environmental analysis (Task 7);

- Policies that will make local agency area plans self-mitigating; and
- Uniformly applicable development standards that address potential environmental impacts.

Identification and development of these tools will make streamlining opportunities available to more potential housing projects than would be anticipated to have access to streamlining opportunities under normal circumstances. The development of streamlining implementation tools will rely heavily on the environmental analysis conducted under Task 7. That process will identify potential impacts occurring throughout the region from the addition of housing and mitigation measures that would feasibly reduce the significance of those impacts. The array of mitigation applicable to the Plan would be used to inform the development of mitigating policies or uniformly applicable development standards, achieving the same mitigating effect. Such policies would be recommended to be incorporated into local agency area plans to streamline CEQA review of those plans, providing time and cost savings to constituent local governments. As these local governments would be the CEQA Lead Agencies for housing intended to be facilitated by this Plan, the adoption of those policies into their respective area plans would make mitigating actions available to projects through compliance with area plan policies, effectively eliminating or reducing the need for project-specific mitigation under CEQA, and broadening the potential array of CEQA Streamlining options for individual housing projects that are not subject to overtly unique circumstances.

ESA will update the Draft CEQA Streamlining Plan with the environmental worksheet, mitigating policies, and uniformly applicable development standards, to provide a fully implementable program to be adopted and implemented by local agencies through planning and CEQA processes.

Task 5 Deliverables

- Draft CEQA Streamlining Plan
- Draft Environmental Worksheet
- Final Environmental Worksheet
- Draft Mitigating Policies or Uniformly Applicable Development Standards
- Final CEQA Streamlining Plan

Task 6: Community Engagement

The following presents our overall approach and specific tasks for community engagement for the TRPA Tahoe Living Phase 3 project. The ultimate goals of the engagement process are to: expand the number and variety of people who participate in planning projects; provide a diversity of ways for the community to engage in the process; create new ways for TRPA to engage with the public; provide transparency and trust-building through the regionwide planning process; receive feedback on key land use, transportation, economic, health, and other policy issues; and provide opportunities for the community to champion policy and code implementation. The community engagement plan described below is ambitious and far-reaching and will require a close partnership and shared ownership with TRPA staff.

1. Listening & Discovery

Community
- Community engagement plan
- Stakeholder meetings external to TRPA x10
- Community working group x2
- Community workshop x2

Staff
- Staff meetings and working group

Boards & Commissions
- Kick-off with Governing Board
- Tahoe Living
- Advisory Planning Commission

2. Assessment & Idea Generation

Community
- Community working group x2
- Stakeholder meetings external to TRPA x10
- Community Engagement Toolkit
- CBO Mini Grants
- Community workshop x2

Staff
- Staff working group meetings x2
- Racial equity training

Boards & Commissions
- Tahoe Living x2
- Advisory Planning Commission
- Governing Board

3. Policy & Code Recommendations

Community
- Stakeholder meetings external to TRPA x10
- Community working group x2
- CBO Mini Grants
- Community workshop x2

Staff
- Staff working group meetings x2

Boards & Commissions
- Tahoe Living x2
- Advisory Planning Commission
- Governing Board

4. Policy, Code, & Tool Development

Community
- Community working group x2
- Community workshop x2

Boards & Commissions
- Advisory Planning Commission
- Tahoe Living
- Governing Board

Hearings
- Advisory Planning Commission
- Governing Board

Task 6.1: Community Engagement Plan

MPS, with support from R+A, will prepare a community engagement plan that identifies outreach tools and platforms and the timing and responsibilities related to each activity. The engagement strategy will help guide the outreach efforts but will remain flexible to evolve as we go through the planning process to course correct as needed. The engagement plan will include:

- A "sampling plan" (see example) with demographics for sub-populations including seniors, youth, neighborhoods, families, non-English speaking populations and others and methods of reaching each sub-population
- Communication and messaging strategies with a focus on reaching those who typically do not participate in planning processes
- Engagement targets and measures of success
- Detailed engagement strategies by project phase
- Graphic schedule of engagement process

Task 6.2: Project Branding

R+A will develop unique branding materials for the project. At a minimum, this will include a logo, color palette, document layouts and fonts, map template, workshop boards, meeting notices, and a PowerPoint presentation template. All public materials will utilize this branding identity to build a sense of familiarity with the project.

The project branding will also be used for the final online toolkit and materials.

Task 6.3: Project Factsheets

To set accurate expectations and understanding of the Tahoe Living Phase 3 project, R+A will prepare Fact Sheets or FAQs that will continue to evolve throughout the duration of the project. This important collateral will be critical in helping identify the overall project objectives and providing answers to common questions such as how information will be disseminated and how the input gathered will be used to inform the process. These materials will help emphasize the importance of input from diverse perspectives. It is anticipated that TRPA staff and the consultant team will co-create the language for these documents, and the consultant team will maintain, organize, and simplify the language to ensure the messaging is up to date and user-friendly.

We recommend the TRPA create a unique location on the agency's website that showcases this project and FAQs.

Task 6.4: Stakeholder Meetings

The R+A team will conduct up to 25 stakeholder interviews/meetings in-person or over Zoom at different phases in the process. Stakeholders will be identified with TRPA staff at the beginning of the project through the stakeholder mapping process and may include community-based organizations, local government staff or officials, Tahoe Living Working Group members, business or neighborhood associations, housing developers, community leaders, and more. R+A will prepare a brief memorandum summarizing the results of the stakeholder interviews.

Task 6.5: Community Working Group

MPS will form a Community Working Group (CWG) comprised of up to six compensated CBOs or community leaders that serve disadvantaged and underserved communities and hold up to eight meetings on a quarterly basis over Zoom at different phases in the process. Stakeholders will be identified with TRPA staff at the beginning of the project, building on stakeholders engaged in the Transportation Equity Study process, through additional stakeholder mapping process. CWG members will give insights into community needs, barriers, and disparities in the beginning of the process, inform equitable design of Regional Plan policy, and help shape community engagement best practices for implementation to guide TRPA at the end of the process. The intention of creating the CWG is to build a longer-term infrastructure of engaged champions TRPA can work with beyond the scope of the project.

Task 6.6: Stakeholder Mapping

As part of the equity training of TRPA staff (Task 6.7), R+A will facilitate a relational stakeholder mapping exercise. The exercise will inventory the groups, entities, and people the agency has relationships with, the level of connections with those groups (e.g., strong, loose, low/no), and categorize who those groups represent (e.g., government, CBO, business, developer, etc.). The exercise is intended to highlight strong connections with stakeholders, areas to strengthen relationships, and gaps within the stakeholder ecosystem. Reflections will also consider why those patterns exist, and what they tell us about planning power and privilege.

Task 6.7: Equity Training of TRPA Staff

For this task, R+A and MPS will develop an equity-driven training for TRPA staff. This meeting, assumed to be four to six hours in length, would: 1) review a framework and set of tools for understanding equity within the Tahoe region and TRPA context; 2) identify existing and needed relationships with stakeholders and community-based organizations (see Task 6.6); 3) assess where the agency sees themselves in the spectrum of community engagement to build readiness for deeper community collaboration; and 4) discuss/use an assessment tool to evaluate the equity implications for program implementation.

While focused on TRPA staff training, TRPA may invite regional stakeholders to participate in the training. R+A successfully ran a similar training for the City of Berkeley, who extended an invitation to the Bay Area Climate Adaptation Network focused on climate equity.

Task 6.8: Staffing Meetings and Working Groups

Along with regular meetings with staff, the R+A team will work with TRPA staff to form a staff-level technical working group for the project. The R+A team will facilitate up to five virtual meetings with the working group to 1) gather information on the issues and opportunities associated with the growth management and TDR programs, 2) define critical issues to evaluate and refine the assessment plan, 3) assess existing policies, codes, and program implementation, and 4) explore and define policy and code update recommendations. While specific content will be prepared for each meeting, significant new materials and preparation are not expected. Rather, the work by the team will be compiled and summarized for feedback from the working group. TRPA staff will provide logistics and communication with working group members for this task.

Task 6.9: Tahoe Living Working Group, APC, and Governing Board Meetings

Throughout the process, R+A team members will meet with the Tahoe Living Working Group, APC, and Governing Board to provide updates on the project, discuss the assessment plan, generate ideas to address key issues defined during the process, and receive input on draft policies and code amendments. The R+A team will meet with the groups as follows:

- Tahoe Living Working Group x6
- APC x4
- Governing Board x4

Meetings with Tahoe Living Working Group, the APC, and the Governing Board will occur during Phases 1-4. This will include a kick-off meeting with the Governing Board to hear their ideas on the community engagement plan, approach to the project, and proposed process and timeline for completion. At these meetings, the R+A team will present the findings from the assessment, policy and code recommendations, or final policy and code recommendations. The R+A team will present the findings along with a synthesis of what we heard from the other engagement activities, including from other advisory body and working group meetings.

R+A will prepare PowerPoint presentations (typically less than 30 slides), and TPRA staff will prepare the staff reports. This task does not cover hearings – see Task 4.3 for more details.

Task 6.10: Community Engagement Toolkit

R+A will prepare a Community Engagement Toolkit to serve as a resource for stakeholders, members of the working groups, and community groups to engage community members outside of defined TPRA meetings. The Community Engagement Toolkit will include a project overview, project fact sheet(s) or PowerPoint with background information, surveys and/or discussion questions. Our expectation is that individuals and groups will use the Community Engagement Toolkit to lead conversations with community members, summarize the information and return the results to the R+A team. The R+A team can then use this information to prepare the equity and climate outcomes, key issues, and policy direction for the Tahoe Living Phase 3 project. We assume the Sierra Nevada AmeriCorps Program Community Engagement Assistant will support this effort.

Task 6.11: Community-Based Organization (CBO) Mini Grant Program

MPS will develop an outreach mini grant and recruit up to four CBOs to do deep dive, in-person outreach in low-income and disadvantaged communities, as well as provide ongoing support to grantees during each project phase. CBO mini grant recipients will reach different geographies and constituencies to

ensure diverse representation in community input data of at least 200 people per CBO. They will receive compensation for staff time and outreach supplies and will be able to offer gift cards to incentivize participation. We assume the Sierra Nevada AmeriCorps Program Community Engagement Assistant will also support this effort.

Task 6.12: Community Workshops / Open Houses

R+A will collaborate with TRPA and the Sierra Nevada AmeriCorps Program Community Engagement Assistant staff to prepare for and execute in-person workshops or open houses to provide community members a forum to learn about and share input on the equity and climate outcomes, key issues, and policy approaches. TRPA should advertise digitally on social media platforms and email list services, and potentially through physical mailers, depending on the TRPA's preference and capacity, to reach all residents and workers.

The R+A team will organize up to one meeting during each phase of the process, conducting the same meeting in north and south Lake Tahoe (up to eight total meetings). Each workshop will include an opening presentation followed by interactive exercises. The following presents our initial proposed direction for the community workshops. However, there are many variations of the flow and topics of the workshops, and our team looks forward to discussing the options during the project scoping phase. The proposed topic of each workshop is below:

- **Workshop #1: Kick Off, Process, What We Have Heard, and Outcomes.** This will occur early in the project and will focus on kicking off the community planning process; reviewing the project scope of work and engagement process; discussing key issues that have been highlighted in past engagement; and discussing equity and climate outcomes.
- **Workshop #2: Summary of Key Issues and Policy Ideas.** The R+A team will present the findings from the analysis. The intent will be to generate ideas for program updates.
- **Workshop #3: Policy Recommendations.** The R+A team will present policy and code recommendations.
- **Workshop #4: Public Draft Policy and Code Updates.** We will hold a community open house to review content and collect feedback from the community following the release of the Public Draft Policy and Code updates.

For each meeting, the R+A team will provide: an email blast about the project, meeting materials, presentations, and summary notes. An online survey will be prepared and distributed with each workshop to expand the reach of the project and to be use by CBOs in the mini grant program. The team will provide up to two team members at each meeting. Anticipated roles and responsibilities for staff include:

- The R+A team will work with City staff to identify the overall purpose, approach, objective, target audience and anticipated outcome of each workshop.
- R+A team will assist with preparation of outreach materials including messaging for email blasts and social media posts, and preparation of postcards or flyers building using the templates prepared in previous tasks.
- R+A team will lead the effort with TRPA staff support to prepare public-facing, annotated agendas.
- R+A team and TRPA staff will prepare the content for each workshop.
- R+A team will co-lead facilitation at each workshop and prepare and manage interactive in-meeting activities to foster input, and ensure meetings are engaging and accessible.
- TRPA staff will lead meeting logistics (identify physical location) and the consultant team will assist with meeting logistics as needed, including virtual platform settings.

- R+A team can assist with translation of materials as needed (interpretation will be provided, up to the amount allocated in the expenses budget).
- The R+A will collect demographic information at workshops and with online surveys and present that information with the summaries.

Task 6.13: On-Call Engagement

This on-call task is proposed to address any additional outreach or engagement activities not outlined in the scope above, that may arise during the duration of the project and may be defined within the community engagement plan. The following is a tentative list of potential activities that can be pursued with direction from the TRPA. Budget has been set aside for on-call engagement and the consultant team can provide estimated budgets for the tasks below as needed.

- **Pop-Up Events**: To supplement the community workshops, the team can assist TRPA staff and the Sierra Nevada AmeriCorps Program Community Engagement Assistant with the preparation for and facilitation of in-person pop-up/intercept events to meet with the community at times and locations that are convenient to them. It is anticipated that these informal workshops will be a resource to share information about the planning effort and gather input through efficient interactive activities.
- **Topic-Specific Educational Forums**: Focused education forums bringing topic experts and community members together to learn more about topics, such as housing affordability, the TDM and growth management programs, and climate change impacts to the Tahoe region to create a common vocabulary around complicated issues.
- **Supplemental Fact Sheets**
- **Meetings or Surveys:** Additional meetings with neighborhood or stakeholder groups or additional online feedback forms or surveys.
- **Noticing**: Noticing or mailers associated with the above activities.

Task 6 Deliverables

- Community Engagement Plan (Admin Draft and Final; bi-annual updates)
- Project branding and templates (Admin Draft and Final)
- Project factsheet and FAQs (Admin Draft and Final; annual update)
- Consolidated engagement summaries by phase x4 (Admin Draft and Final)
- CWG meetings x8
- Stakeholder interviews x25
- Staff working group meetings x5, brief presentation and agenda
- Equity training, agenda, presentation, and materials
- Community workshops / open houses x8, agenda, presentation, online survey, and materials
- APC meetings x4, brief presentation; Governing Board meetings x4, brief presentation; Tahoe Living Working Group meetings x6, brief presentation
- Community Engagement Toolkit (Admin and Final)

Task 7: Environmental Analysis

ESA will prepare the necessary environmental analysis documents, up to and including an Environmental Impact Statement (EIS), if necessary, that analyzes the potential environmental effects of the proposed Plan and alternatives. ESA recognizes that the environmental analysis will meet TRPA standards for compliance with the Bi-State Compact and also serve as a model of CEQA impact analysis, approaches, and mitigation that can be utilized by local agencies to streamline the preparation of CEQA analysis for their ensuing area plans. The process will also provide a programmatic exploration of impacts and necessary mitigation that should inform the creation of environmental-impact-mitigating land use policies and uniformly applied development standards, as will be subsequently prepared as part of Task 5.

ESA will prepare the environmental analysis pursuant to the requirements of Article VI of the TRPA Rules of Procedures and Chapter 3 of the TRPA Code of Ordinances. In addition, the environmental analysis will effectively provide a CEQA framework and example approaches and language that can be employed by local agencies in their formal CEQA documents for area plans. This scope anticipates and includes budget for preparation of a robust programmatic EIS. This document will contain an introduction, project description, identification of environmental effects by topic, explanation of environmental effects, and discussion of mitigation for significant environmental effects. This scope also includes the preparation of Findings for each significant adverse effect identified in the EIS.

Impact Topics To Be Covered

CEQA	TRPA
Aesthetics	Scenic Resources/Community Design, Light & Glare
Agriculture & Forestry Resources	Vegetation
Air Quality	Air Quality
Biological Resources	Natural Resources, Vegetation, Wildlife
Cultural Resources	Archaeological/Historical
Energy	Energy
Geology/Soils	Land
Greenhouse Gas Emissions	Greenhouse Gas Emissions[1]
Hazards & Hazardous Materials	Risk of Upset, Human Health
Hydrology/Water Quality	Water Quality
Land Use/Planning	Land Use
Mineral Resources	Vegetation
Noise	Noise
Population/Housing	Population, Housing
Public Services	Public Services
Recreation	Recreation
Transportation	Transportation/Circulation
Tribal Resources	Archaeological/Historical

Utilities/Service Systems	Utilities, Energy
Wildfire	Risk of Upset, Human Health
[1] While the TRPA checklist does not include specific GHG questions, TRPA does evaluate GHG emissions as they affect environmental thresholds.	

Task 7.1 Notice of Preparation and Meeting

ESA will initiate the environmental review process by preparing a Notice of Preparation (NOP) for the EIS. The NOP will be similar in intent to a NOP under CEQA and will include a project description that describes the proposed plan and alternatives and anticipated plan operations. In addition, the NOP will include a listing of environmental topical issues and analyses to be provided in the EIS. Finally, the NOP will indicate that an EIS is in preparation, and request guidance from agencies and the public regarding the scope and content of the information to be included in the EIS.

A Draft NOP will be submitted to the TRPA staff for review and comment. Based on one set of consolidated TRPA comments, the ESA team will prepare the Final NOP for distribution by TRPA. ESA assumes TRPA staff will be responsible for circulation of the NOP to the applicable responsible and trustee agencies and interested parties. ESA assumes attendance at one in-person scoping meeting to obtain comments on the scope of the EIS. This scope assumes no official transcription will be provided, but ESA will provide a summary of comments received.

Task 7.2 Administrative Draft EIS

ESA will prepare an administrative draft EIS that reflects the independent judgment of TRPA in its assessment of the potential impacts that may occur due to the implementation of policies and programs under the Tahoe Living Phase 3 Plan, referred to hereafter as the "proposed plan." The EIS will be prepared to be consistent with the requirements of CEQA, the CEQA Guidelines, and the TRPA Checklist. The environmental setting for each issue area will be based on analyses prepared for the plan and alternatives by ESA, and the air quality, greenhouse gas reduction analyses and any other available technical studies prepared as part of the updated Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS).

The impact analysis will identify the significance of identified impacts before and after mitigation. The CEQA Guidelines Appendix G checklist thresholds of significance and TRPA environmental thresholds will be presented and used to assess the significance of each specific impact. If an impact is determined to be significant, the analysis will recommend potentially feasible mitigation measures.

Throughout the EIS process, ESA will take direction from TRPA staff and R+A. This will ensure that the environmental analyses are based on an accurate understanding of the project description and that issues that could alter the EIS scope, budget, and schedule are addressed in a timely manner.

The EIS will be objective, accurate, and free of overly technical jargon so that the information is understandable by decision makers and the public. Graphics consisting of maps, drawings, and photographs will be provided to the TRPA in a consistent format throughout the report. The images will clearly and accurately depict the proposed plan and alternatives and present environmental data where such data is better understood through photographs and/or drawings.

Introduction and Project Goals and Objectives

An introductory chapter including a statement of the proposed plan's purpose and need will be prepared. ESA will work with TRPA staff to develop a statement of the plan's purpose and need. The project description will also include a list of required approvals that may be necessary for the proposed plan.

Alternatives

The EIS will evaluate alternatives to the recommended course of action intended to resolve conflicts concerning alternative uses of available resources. The analysis of alternatives will be limited to three alternatives; (1) a No-Plan/Existing Regulation Alternative, (2) an Alternate Housing Mix Alternatives, and (3) a third alternative to be identified in consultation with TRPA staff. Upon request, ESA could develop additional alternatives at an additional cost. We will work with TRPA staff to describe the required No Plan Alternative, which will describe future environmental conditions without implementation of the proposed plan, and the other two alternatives to the plan. Alternatives could be anticipated to include alterations in specific aspects of the proposed plan. The specific alternatives will be developed in consultation with TRPA staff and R+A. In addition, the EIS will include a discussion of alternatives that were considered but rejected from full evaluation in the EIS, based on information provided by TRPA staff regarding the studies that were undertaken and alternatives that have been considered in the development of the plan.

Aesthetics / Scenic Resources/Community Design, Light & Glare

ESA will evaluate the potential for the development of previously undeveloped land and redevelopment of existing properties to gradually affect scenic resources within the basin. Due to the programmatic nature of the plan and alternatives, individual site analysis or visual simulations will not be utilized.

The effect of the change in the visual character of the plan area from locations that are currently open space to developed uses or from older, developed properties to redevelopment will be evaluated and any scenic resources (views from Lake Tahoe, trees, shorelines) that could potentially be impacted will be identified. The EIS will utilize the numerical standards established by the TRPA Threshold Standards to evaluate potential impacts to scenic resources along or accessible to roadway and shoreline areas. Views from bike paths and other recreation areas open to the public will be evaluated.

The character of the design of anticipated development pursuant to the plan will be evaluated with respect to its consistency with the natural, scenic, and recreational values of the region, and design goals of local agency general plans and ability to enhance the visual quality of the basin and the visual experience of those visiting or residing in the immediate area.

The potential for lighting from development facilitated by the proposed plan and alternatives to increase ambient light levels causing diminished or obscured views of nighttime skies will also be analyzed.

Agriculture & Forestry Resources / Vegetation

The EIS will analyze the proposed plan and alternatives for potential impacts to agriculture and forestry resources. ESA will analyze potential conflicts with existing agricultural resources and land uses in the plan area. Potential conflicts with zoning related to forest land, timberland, or timberland zoned Timberland Production will be evaluated. The proposed plan and alternatives will be analyzed for their potential to result in the loss of forest land or the conversion of forest land to non-forest uses or for effects from the proposed plan or alternatives to result in indirect conversion of forest land to non-forest uses.

Air Quality

A site-specific health risk assessment (HRA) will not be required given the programmatic nature of the document; future criteria air pollutant emissions will be estimated using the California Emissions Estimator Model (CalEEMod).

Construction emissions associated with basin-wide housing development pursuant to the plan will be compared to the Federal General Conformity criteria as well as the TRPA threshold standards. Operational emissions will only be compared to TRPA threshold standards.

Air quality issues for the planning area include the following:

- During construction activities, future development would generate dust that could cause local violations of particulate standards; ozone precursors from engine emissions; and diesel particulate matter that has been identified by the state of California to cause cancer.
- Future uses could contribute to regional ozone and particulate matter primarily through the generation of motor vehicle trips.

ESA will complete the following tasks for the air quality analysis:

- Discuss the regional and local air quality setting as it pertains to the planning area. Summarize the local and regional meteorology, topographic factors affecting pollutant dispersion, and ambient air monitoring data. Discuss current air quality management efforts that may have an effect on the planning area. Identify sensitive air pollutant receptors in the proposed planning area vicinity.
- ESA will utilize air quality impact analysis previously conducted by TRPA to the extent feasible, which is assumed to include air quality analysis information conducted for the RTP/SCS. If supplementary emissions calculations are necessary, ESA will use CalEEMod to estimate future criteria air pollutant emissions generated during the construction and operational phases of future development under the plan. The EIS will identify whether the air quality emissions from these activities would exceed TRPA Threshold Standards and whether construction activities would exceed the Federal General Conformity significance criteria.
- Identify practical, feasible mitigation measures for air quality impacts identified for the planning area development. Evaluate whether mitigation measures would reduce the impacts below a level of significance and identify the parties responsible for implementing each measure.
- Examine components of the alternatives related to air quality, including but not limited to, ensuring the use of appropriate buffers; locating land uses so as to minimize trip lengths; encouraging alternative modes of transportation; and conforming with relevant local, state, and federal transportation policies.
- Analyze indirect air quality impacts from the plan and alternatives that are reasonably foreseeable and would occur later in time or in locations removed from the plan area. Such impacts could be related to changes in the pattern of land use and growth rate and manifest as increased traffic congestion or emissions from distant electrical power plants.

Biological Resources / Natural Resources, Vegetation, Wildlife

The EIS will evaluate the plan's potential to directly or indirectly affect biological resources in the study area. Cumulative, indirect/secondary, interrelated, and interdependent effects will also be evaluated. Potential mitigation measures will then be identified to reduce the significance of potential impacts. This process is detailed below.

- ESA biologists shall conduct a thorough review and analysis of previously completed technical documents that address sensitive biological resources in the basin including stream environmental zones (SEZ), which are specifically subject to TRPA Threshold Standards.
- The EIS will evaluate the proposed plan and alternatives at an equal level of detail to identify potential impacts to biological resources. We will discuss the significance of any direct habitat destruction, indirect disturbance that may occur because of the proposed plan and alternatives, as well as the anticipated amount of any habitat removal, degradation of vegetation, reduction of plant and structural diversity of forest communities, adverse effects to species richness within the

basin, adverse effects to old growth forest ecosystems, and degradation of uncommon plant communities.

- ESA will work with the TRPA to identify mitigation measures to minimize or eliminate each potentially significant impact. Where appropriate, mitigation measures from previously issued biological opinions shall be reviewed for applicability or planned programmatic approaches.

We assume a background data search and current federal policies and regulations will be provided by the RTP/SCS team and can be used for the EIS.

Cultural Resources / Archaeological/Historical

The cultural resources portion of the EIS will address archaeologic and historic resources and include the cultural setting of the plan area, a summary of regulatory requirements, a summary of any previous surveys, and a description of any identified cultural resources. The environmental consequences analysis will include a description of criteria used in the analysis, identified and potential effects, and feasible mitigation measures, where available, that would avoid or reduce impacts on cultural resources. Analysis will rely on existing record search and cultural resources information provided to ESA by TRPA staff. This cost estimate does not include a basin-wide cultural resources record search, which we assume will be conducted by the RTP/SCS team and can be used in the EIS.

Energy

The EIS will evaluate the proposed plan and alternatives as to whether they would have the potential to result in wasteful, inefficient, or unnecessary consumption of energy resources during project construction and operation and whether they could conflict with or obstruct a state or local plan for renewable energy or energy efficiency.

The section will include an energy setting, an energy impacts evaluation and, if necessary, mitigation to reduce or eliminate inefficient energy use. The setting section will describe existing energy supplies and energy use patterns in the region and locally.

The proposed plan would affect energy use through both construction (primarily, fuel to operate vehicles and equipment) and operation (transportation-related fuel consumption and direct and indirect building energy use through fuel combustion for heating, electricity generation for cooling, lighting, and other building operations, as well as energy use in transport of potable water and wastewater to and from the site). Energy use is subject to increasingly stringent regulations, notably the California Green Building Code (i.e., Title 24, California Code of Regulations).

Gasoline and diesel fuel use from construction and operational transportation sources will be estimated using GHG estimates for these sources in conjunction with conversion factors for grams of carbon dioxide per gallon of fuel used provided by U.S. Environmental Protection Agency.

The energy use by residential development pursuant to the proposed plan will be evaluated against policies and standards established by these plans, and according to CEQA significance criteria for energy impacts. The EIS will examine existing usage and assess the potential effects of the proposed plan and alternatives on consumption of energy resources during construction and any changes in energy demand over the long term. If necessary, ESA will identify mitigation measures to reduce inefficient or wasteful energy consumption. These measures may include items suggested in Appendix F of the CEQA Guidelines, including measures to reduce construction and transportation energy use, increase building energy efficiency, and reduce solid waste generation.

Geology/Soils/Land

The potential for impacts in the basin will be evaluated for geotechnical and seismic hazards, potential for liquefaction and subsidence, erodibility of the site soils, soil stability characteristics, shrink/swell potential of site soils and mineral resources. The analysis will also evaluate impervious cover to determine if TRPA area soil management thresholds would be met. It is assumed that future development applications would include a preliminary geotechnical investigation or that geotechnical investigation would be required as mitigation in the EIS. No fieldwork or geotechnical engineering analysis is included in this scope of work. The EIS will assess potential impacts on paleontological resources from the proposed plan or alternatives by identifying geologic formations within the basin and assessing the likelihood for the presence of significant fossils within each formation. The EIS will include feasible mitigation measures, where available, that would avoid or reduce impacts. ESA will conduct a search at the Museum of Paleontology at the University of California, Berkeley to identify the nearest known fossil finds.

Greenhouse Gas Emissions

While the TRPA checklist does not include specific GHG questions, TRPA does evaluate greenhouse gas (GHG) emissions as they affect environmental thresholds. We will use TRPA's 2020 GHG inventory to the extent feasible.

ESA will assess the GHG emissions generated by future development under the proposed plan and prepare a GHG analysis that meets the requirements of CEQA and TRPA based on guidance from TRPA staff. The GHG section of the EIS will include a discussion of the existing conditions, regulatory setting, impact analysis, and feasible mitigation measures. The impact analysis will evaluate the proposed plan's consistency with applicable GHG significance thresholds as well as applicable federal, state, regional, and local GHG reduction policies.

Project-related GHG emissions fall into two categories: short-term emissions due to construction, and long-term emissions associated with operation. ESA will use the CalEEMod and EMFAC2021 computer models, along with data from the technical analysis prepared for the forthcoming RTP/SCS, to estimate GHG emissions in conjunction with the criteria pollutant emissions modeling conducted for the air quality analysis. GHG emissions will be calculated for both construction and operational phases of the plan and alternatives, and assumptions will be based on known information provided by the TRPA staff. When project-specific information is not known, CalEEMod defaults will be used for conservative emissions estimates. The evaluation will consider aspects of construction and operation that would contribute to emissions such as vehicle trip generation, water use, and energy use.

ESA will quantify the carbon dioxide equivalent (CO_2e) emissions for both construction and operation of the proposed plan and alternatives, and include carbon dioxide (CO_2), methane (CH_4), and nitrous oxide (N_2O). The plan's contribution to cumulative GHG emissions will be described in the context of state and global estimates and will be compared to applicable GHG significance thresholds from TRPA for construction and operation of land development and stationary sources.

In addition, ESA will evaluate the plan's consistency with applicable GHG reduction plans and policies. If applicable, ESA will identify measures to mitigate any adverse impacts on climate based on professional standards and on requirements of either TRPA, or the general plans of member agencies.

Hazards & Hazardous Materials / Risk of Upset, Human Health

The EIS will summarize any potentially hazardous issues on or near the plan area in the existing setting and discuss potentially hazardous construction and/or operational impacts of the proposed plan and alternatives. ESA will perform searches of regulatory databases related to hazards/hazardous materials if

necessary. The EIS will include feasible mitigation measures, where available, that would avoid or reduce impacts.

Hydrology & Water Quality

The EIS will include an analysis of flooding, drainage, and water quality impacts from the proposed plan and alternatives. This analysis will focus on short-term temporary construction-related effects on hydrology and water quality; long-term operations related water quality; permanent changes to storm water drainage and/or flooding; environmental consequences of local and regional downstream flooding; impacts of detention facilities; degradation of surface waters, water supply, operations-related impacts to groundwater conditions (if groundwater is used for municipal or landscape purposes), and cumulative on-site and offsite hydrology and water quality impacts. The analysis will also evaluate water quality relative to TRPA Threshold Standards to determine the potential impacts of the proposed plan and alternatives on basin-specific metrics including deep water Lake Tahoe, littoral Lake Tahoe, aquatic invasive species, tributaries, surface runoff, groundwater, other lakes, and sediment load management. The effect of the proposed plan and its alternatives upon designated floodplains and floodways will be determined, and the evaluation will consider the direct and indirect potential of the actions to impact floodplains. The EIS will summarize the policies and regulations of the jurisdictional agencies that apply to the basin, constraints that these policies and regulations pose to the proposed plan, and compliance activities or permits required by these agencies. The EIS will assess the potential for the proposed plan and alternatives to adversely affect concentrations of pollutants in stormwater runoff and identify any significant adverse impacts to water quality. The EIS will include feasible mitigation measures, where available, that would avoid or reduce impacts.

This scope assumes that ESA would not be collecting hydrologic or water quality field data for the plan or preparing a Water Supply Assessment.

Land Use/Planning

The land use and planning section will focus on the relationship of the proposed plan to applicable TRPA goals and policies. As required under CEQA Guidelines § 15125, potential inconsistencies between the proposed plan and applicable plans will be identified, including potential inconsistencies between the proposed plan and policies of the RTP/SCS.

The analysis will be supported by a detailed land use compatibility analysis and policy consistency matrix. To accomplish this task, ESA envisions preparing a stand-alone memorandum, supplemented by a matrix listing the relevant goals, objectives, and policies of the elements identified and an analysis of how the proposed plan complies with, conflicts with, or does not affect the relevant goals, objectives, and policies.

Mineral Resources

The EIS will analyze the potential for the proposed plan and alternatives to result in the loss of availability of any known mineral resources of statewide, regional, or local importance. The analysis will analyze whether the plan and alternatives would result in the loss of availability of locally important mineral resource recovery sites as delineated in local land use plans. Feasible mitigation would be proposed for potentially significant impacts to such resources.

Noise

The EIS will evaluate the noise and vibration effects of the construction and operation of housing pursuant to the implementation of the proposed plan. ESA will describe the existing noise environment in the Lake Tahoe basin as well as the regulatory setting, including applicable federal, state, regional and local noise policies, regulations, and standards, as they would pertain to development of the proposed plan and

alternatives. Noise and vibration impacts will be evaluated based on the criteria presented in the TRPA Threshold Standards and Appendix G of the CEQA Guidelines.

ESA will estimate the noise levels likely to be generated by construction equipment based on a standardized mix of construction equipment for similar residential development projects. Anticipated noise levels will be assessed relative to existing standards. ESA will also determine the extent to which construction noise impacts will increase existing ambient noise levels. This analysis will be completed using the Roadway Noise Construction Model and will assume simultaneous operation of the two noisiest pieces of construction equipment. Additionally, ESA will also provide a qualitative discussion of construction-related vibration impacts. This discussion will address the potential for project construction to result in damage to adjacent structures as well as annoyance to nearby receptors.

ESA will determine the increase in roadside noise levels resulting from project operational traffic and cumulative traffic in addition to existing ambient noise levels along key roadway segments. The analysis will be completed using the noise prediction model of the Federal Highway Administration to determine whether there would be significant project or cumulative noise affects to receptors along the selected roadway segments.

If applicable, ESA will identify practical, feasible noise and vibration abatement measures for any adverse noise and vibration impacts based on professional standards.

Population/Housing

The analysis of potential population, employment, and housing effects in the EIS will entail description of the total population, employment, and housing that would be generated with implementation of the proposed plan and alternatives. The section will include a population and housing setting, including a description of key demographic statistics in the basin. The section will present relevant land use policies from local agencies. In addition, the section will compare housing anticipated to be developed pursuant to implementation of the proposed plan and alternatives with the housing growth projected in the forthcoming RTP/SCS. Changes to the jobs/housing relationship in the plan area will also be addressed.

Public Services

ESA will research the context of existing and proposed public services offerings and facilities in the plan area which would be anticipated to serve development pursuant to the proposed plan and alternatives. ESA will contact service providers and will document existing services and altered levels of police, fire, and schools necessary to serve anticipated development from the proposed plan and alternatives.

Recreation

The EIS will analyze the impact of the proposed plan and alternatives on high quality outdoor recreation. ESA will evaluate existing and planned parks, parkland, and recreation services and amenities in and near the plan area. ESA will calculate the acreage demand for parks generated by the residents that would be added to the basin pursuant to the implementation of the proposed plan and alternatives based local agency standards for active and passive public recreational uses, including County/Regional parks, community parks, neighborhood parks, and pocket parks. ESA will also evaluate the potential for impacts to high quality recreation through the development of undeveloped shore zone and other natural areas.

Transportation/Circulation

The transportation and circulation section of the EIS will evaluate anticipated impacts related to transportation from implementation of the proposed plan and alternatives. The analysis will evaluate the

consistency of the proposed plan and alternatives with local and regional programs, plans, ordinances, or policies addressing the circulation system.

The EIS will provide a quantitative evaluation of Vehicle Miles of Travel (VMT) impacts resulting from implementation of the proposed plan and alternatives. Our approach will be based on the assumption that successful integration of equitable housing into the basin will reduce VMT by bringing workforce and affordable housing closer to places of employment throughout the basin. The evaluation of alternatives will account for the existing conditions in which substantial VMT is the result of lengthy commutes for a substantial number of workers within the basin due to challenges related to housing affordability in the basin.

The analysis will also evaluate impacts related to increased hazards due to geometric design features and the potential for inadequate emergency access.

This scope assumes that analysis of transportation related impacts including VMT per capita will be based on the transportation analysis conducted for the forthcoming RTP/SCS.

Tribal Cultural Resources

The section will evaluate the impacts from implementation of the proposed plan and alternatives on tribal cultural resources. With consideration that TRPA is not a CEQA lead agency for this effort, this scope assumes TRPA staff will conduct tribal consultation in a manner that would achieve outcomes consistent with those that would be achieved through a process that followed the requirements of California Assembly Bill 52 (AB 52). The Tribal Cultural Resources section of the EIS will be based on information obtained and provided to ESA by TRPA staff through this process. Based on information obtained through tribal consultation, the EIS will identify potential impacts to tribal cultural resources and provide feasible mitigation to address potential impacts.

Utilities/Service Systems

The EIS will focus on the potential impacts to water supply and distribution, sanitary sewer, drainage, solid waste, natural gas and electric service, and communication systems. ESA will contact each of the affected service providers to obtain relevant baseline and regulatory information and solicit input on potential impacts. Service demand will be determined using population projections and land use (intensity and type). Impacts will be based on whether any new facilities would be needed and if construction of such facilities could generate significant impacts. The EIS will include feasible mitigation measures, where available, that would avoid or reduce impacts.

Wildfire/Risk of Upset

The EIS will evaluate impacts related to wildfire from implementation of the proposed plan and alternatives including the potential for the impairment of an adopted emergency response plan or emergency evacuation plan, the exacerbation of wildfire risk due to environmental conditions or the installation of infrastructure, or exposure of people or structures to significant risks. Technical information necessary for the programmatic evaluation of emergency evacuation impairment can be provided to ESA by TRPA staff. Technical information could include various local and regional evacuation plans, evacuation routes, identified “chokepoints” on those routes, and wildfire reduction plans, among other documents. If technical information is not provided, ESA would qualitatively evaluate the potential for such impacts.

Maintenance and Enhancement of Long-Term Productivity

Consistent with the requirements of the Bi-State Compact, the EIS will include a discussion that evaluates the relationship between the short-term uses of the human environment from implementation of the proposed plan and alternatives relative to the maintenance and enhancement of long-term productivity.

Growth Inducement

Consistent with the requirements of the Bi-State Compact and CEQA Guidelines section 15126.2(d), the environmental document is required to consider the ways in which the plan and alternatives could induce additional growth, either through the removal of obstacles to growth or through the creation of economic stimuli that might spur growth beyond that provided for in local area plans. ESA will compare the potential for the proposed plan and alternatives to construct additional housing that would be beyond planned growth. The EIS will also document the ways that the proposed plan and alternatives would affect growth-inducement in the Tahoe region.

Cumulative and Significant Irreversible Impacts

The EIS will define cumulative impacts, the cumulative context and scenario, geographic or temporal scope, and methods for characterizing cumulative impacts. The cumulative impacts identified for each issue area will then be summarized in the cumulative chapter. The cumulative analysis will utilize growth projections found in planning documents. In addition, this chapter will include a discussion of significant irreversible and irretrievable commitments of resources that would be involved in the proposed project should it be implemented.

Task 7.3 Draft EIS

Based on one consolidated set of comments on the administrative draft EIS from TRPA, ESA will prepare a Screencheck Draft EIS. We expect that the comments and outcomes from the TRPA's review will direct revisions to the EIS, and we have assumed that no new technical studies will be prepared and that technical studies will not need to be substantially revised based on changes to the plan and alternatives or pre-approved assumptions.

ESA will incorporate TRPA comments on the Screencheck Draft EIS based on a single set of consolidated comments. We expect that the comments will direct revisions to the Screencheck Draft EIS, and we have assumed that the comments will be primarily editorial in nature. Upon incorporation of comments on the Screencheck Draft EIS, ESA will submit a Draft EIS to the TRPA for public distribution for a 60-day public comment period.

ESA will prepare a Notice of Comment Period to accompany the Draft EIS. We assume that TRPA will distribute the Draft EIS to interested stakeholders, contiguous property owners, and/or publish the NOA in a newspaper of general circulation in the area affected by the proposed plan and alternatives.

During the public comment period, ESA's Task Leader will attend one in-person public hearing to receive oral testimony on the Draft EIS. At the Draft EIS hearing it is assumed either TRPA or ESA staff will make a presentation on the Draft EIS, including a summary of the plan description and alternatives, as well as key findings of the Draft EIS. If requested by staff, ESA will provide a presentation or handouts and background information on the CEQA and TRPA processes and the Draft EIS.

Task 7.4 Final EIS

The Administrative Final EIS will be a comprehensive revision of the Draft EIS including a summary of text changes to the Draft EIS, list of commenters, responses to comments received on the Draft EIS, and a Mitigation Policies or Uniformly Applicably Development Standards (to be incorporated in Task 5.2).

Based on the regional importance of the EIS, this cost estimate assumes and accommodates for response to a substantial number of comments and for a small portion of public and private comments to be highly complex. Written comments received during the public review of the Draft EIS, that are related to the environmental analysis will be responded to by ESA and responses to all comments included in the Administrative Final EIS. Due to the nature of the plan and alternatives, ESA anticipates that numerous comments may be received that are related to the nature and merits of the plan and alternatives. This scope assumes that TRPA staff will draft responses to those comments, or those issues will be addressed by TRPA staff in a staff report. ESA has budgeted a substantial estimate of staff time to respond to comments on the Draft EIS and prepare the Final EIS. Following receipt and review of the comments, ESA will assess the level of effort required for preparation of responses and alert TRPA staff of any discrepancy with the budgeted level of effort.

Master responses will be developed for comments that address major, repetitive comments on the document. Master responses aid in minimizing repetitive responses and help to streamline the Final EIS.

It is assumed that TRPA staff will provide ESA with one consolidated set of comments on the Administrative Final EIS. Comments will then be incorporated into the Final EIS.

Task 7.5 Mitigation Monitoring and Reporting Program

ESA will prepare a draft Mitigation Monitoring and Reporting Program (MMRP) for review and comment. The MMRP will be prepared in an agreed-upon format and will consist of: (1) all mitigation measures or mitigating project features; (2) timing/frequency of action; (3) responsibility for implementation; (4) responsibility for monitoring; and (5) verification of compliance. To the extent possible, monitoring and implementation will be tied to existing TRPA processes and mechanisms. A Draft MMRP will be submitted with the Administrative Final EIS for review. Following receipt of comments, ESA will revise the MMRP for publication. If requested, the MMRP will be bound with the Final EIS.

Task 7.6 Findings of Fact

If TRPA determines to approve the proposed plan and alternatives, ESA will prepare written Findings of Fact, pursuant to TRPA Rules and Procedures and consistent with CEQA Guidelines section 15091, to support final TRPA actions. The Findings will include a specific finding for each significant impact of the plan and alternatives, describing the nature and significance of the impact, the status of mitigation, and the rationale for any mitigation that is to be rejected or that lies in the authority of another jurisdiction.

This scope assumes the plan and alternatives will not result in a significant unavoidable environmental impact as TRPA policy prohibits the approval of projects where threshold standards are exceeded.

The Findings of Fact will be drafted as companions to other "decision" documents developed for the plan approval process, such as the TRPA staff Report, draft resolutions, and the like.

Task 7 Deliverable(s):

- Notice of Preparation
- Attendance at one in-person scoping meeting; summary of scoping comments
- Administrative Draft, Screencheck Draft, and Public Draft EIS
- Notice of Availability
- Attendance at one in-person meeting
- Administrative Final and Final EIS
- Draft and Final MMRP
- Draft and Final Findings of Fact
- Draft presentation / final presentation

Task 8: Program Implementation Activities

Task 8.1: Final Toolkit Development

To support the TRPA's updates to code and policies that encourage resilience and equitable access to housing, we propose development of interactive web tools as part of the Community Engagement Toolkit. We will build on ESA's long history of working with TRPA's GIS team on Lake Tahoe Info and the Parcel Tracker to jointly assess available datasets and tools that can be leveraged to build accessible applications. We propose the development of an ArcGIS StoryMap for communicating the equity and climate assessment, recommended policy, program and code updates, and/or environmental review results that can be copied by TRPA for project-specific uses in the future. We also propose developing a basin-wide web map to enable developers, homeowners and renters, and policy makers to explore and access parcel-level data in a map interface. Potential datasets to integrate include land use/zoning, area plan information, development rights, land capability and more. We envision building these tools in partnership with TRPA's GIS team using Esri products so that TRPA can take over long-term maintenance of the StoryMap and web map applications developed through this project. These tools can also be easily embedded within the LT Info Parcel Tracker to reach citizens, real estate agents, and jurisdictional users who already rely on the Parcel Tracker for current data about parcel development potential.

Task 8.2: Evaluation Plan

During the Tahoe Living Phase 3 project, R+A will leverage its transdisciplinary expertise to ensure that the planning process incorporates key elements for monitoring and evaluation of the TDR and growth management programs once it is completed. To do this, R+A will craft an evaluation plan that will support its successful implementation. The evaluation plan will: 1) identify a timeframe and methodology to regularly review and update the TDR and growth management plans; 2) describe how the metrics should be used to track program implementation; 3) identify on-going methods and timing of community engagement to ensure that the public stays involved with the program implementation. Key metrics may be added to the Final Online Toolkit.

Task 8.3: Technical Assistance

Post adoption, R+A reserved time to provide technical assistance to individual jurisdictions on how to use the final toolkit and review updates to TRPA policies and codes. This assumes approximately 80 hours of staff time.

Task 8.4: Dissemination of Lessons Learned

This task supports the distribution of lessons learned across the region and other parts of the State. We assume this work will mostly be completed by TRPA staff but includes a limited number of hours from our team to support his effort.

Task 8 Deliverables:

- In coordination with TRPA GIS, assessment and inventory of available datasets for inclusion in web mapping tools.
- ArcGIS StoryMap for Community Engagement Toolkit.
- ArcGIS Online interactive mapping tool using available data layers.
- Evaluation plan

Optional Tasks

Prepare Unified Tahoe Basin Workforce Housing Needs Assessment

Beginning in 2016 with preparation of the Truckee-North Tahoe Workforce Housing Needs Assessment, regional stakeholders have been engaged in a variety of processes intended to frame the magnitude of the existing and near-term future workforce housing needs that exist within different Tahoe Basin communities. While these studies provide valuable information that can and should be used for planning purposes, many of these studies are now somewhat dated, forecasting housing needs only through 2026. To ensure that the equity and environmental analyses prepared as part of the Tahoe Living Phase 3 project reflect housing needs and economic realities over a reasonable near- to medium-term timeframe, BAE is available to prepare a selective update and unification of the three regional workforce housing needs assessments prepared throughout the region. This will include the review and synthesis of the three existing studies and will provide a unified set of affordable and workforce housing need estimates by subarea with an updated planning time horizon. Note that this analysis will rely on the results of previously conducted employee/employer surveys.

As part of this process, BAE proposes to also conduct an analysis of affordable and workforce housing need within the Lake Tahoe Basin at buildout of the existing land use commodity system, recognizing the limited availability of residential development rights and the existing challenges associated with transferring commodities between subareas and converting between use types. The purpose of the buildout analysis is to highlight structural imbalances that may exist within the existing commodity system which may not adequately protect against the absorption of finite housing resources by non-productive actors (i.e., by households not engaged in the local economy beyond modest amounts of retail spending and property tax payments, with often long periods of vacancy), therefore threatening long-term availability of critical labor resources. This imbalance has historically resulted in an increasing seasonal vacancy rate within the housing market, a growing in-commuter population, and worsening labor availability. These issues have significant implications for housing justice, social equity, and environmental and economic sustainability within the region. Up to this point, workforce housing needs assessments have framed workforce housing needs on a near-term catch-up and keep-up basis, without forecasting need through buildout, which is what may be needed in order to understand what options exist for updating the TDR system to address the identified concerns.

Alignment between Phase 3 Scope and TRPA/State of California Agreement Scope

The tasks above correspond with the tasks in the TRPA's agreement with the State of California #23REAP-17914 according to the following table:

TRPA/State of California	Raimi and Associates Phase 3 Scope
Subtask 1.1: Analyze and Update TRPA's TDR and Growth Management Program	Task 1: Project Initiation and Management Task 2: Equity and Climate Assessment Task 3: Policy and Code Recommendations Task 4: Policy and Code Updates Task 5: Environmental Clearance for Qualified Projects Task 7: Environmental Analysis Task 8: Program Implementation Activities (except for Subtask 8.4)
Subtask 1.2: Build Regional Capacity and Foster Meaningful Community Engagement	Task 6: Community Engagement
Subtask 1.3: Disseminating Lessons Learned	Subtask 8.4: Dissemination of Results

EXHIBIT B
COMPENSATION

INVOICES: Invoices shall be submitted on a monthly basis. The Consultant invoice should include an hourly breakdown of staff time, indicating the number of hours attributed to each project and task. The maximum amount of this contract ending December 31, 2026, shall not exceed $1,835,340.

Any reimbursed travel costs must comply with California State travel reimbursement rules and regulations, available here: Travel Reimbursements - CalHR. Additional restrictions may apply.

The budget shall be charged as follows. Any changes to the budget must be agreed to in writing over e-mail or by contract amendment by both parties.

Budget

Revised 1/9/2024

Tasks	Total	
	Labor Hours Per Task	Labor Cost Per Task
Task 1: Project Initiation and Management		
Subtotal Task 1	446	$ 109,588
Task 2: Equity and Climate Assessment		
Subtotal Task 2	1,255	$ 271,504
Task 3: Policy and Code Recommendations		
Subtotal Task 3	457	$ 101,816
Task 4: Policy and Code Updates		
Subtotal Task 4	788	$ 161,682
Task 5: Environmental Clearance		
Subtotal Task 5	241	$ 43,982
Task 6: Community Engagement		
Subtotal Task 6	2,003	$ 440,226
Task 7: Environmental Analysis		
Subtotal Task 7	1,961	$ 366,744
Task 8: Program Implementation Activities		
Subtotal Task 7	500	$ 98,990
Total Firm Labor Cost		***$ 1,594,532***
EXPENSES		
Total Expenses		**$240,808**
GRAND TOTAL		**$ 1,835,340.00**

Raimi + Associates TRPA Restoring Housing Justice Project

Attachment 2_Contract #24C00045 Raimi & Assoc

EXHIBIT B
COMPENSATION (CONTINUED)

Tasks	Raimi + Associates					ESA						Mariposa Planning		BAE			CTECON	Total	
	Principal	Associate	Senior Planner	Planner	Graphics	Planner V	Planner IV	Planner III	Planner I	Tech Editor/Publishing	GIS/Graphics	Principal	Consultant	Principal	Director	Analyst	Principal	Labor Hours Per Task	Labor Cost Per Task
Task 1: Project Initiation and Management																			
Task 1.1: Project Kickoff	12	12	8	8		7	4	4				4	4				2	65	$ 14,758
Task 1.2: Work Plan	24	24															1	49	$ 12,070
Task 1.3: Ongoing Project Management and Administration	80	80		20								80	40	20			12	332	$ 82,760
Subtotal Task 1	116	116	8	28	-	7	4	4	-	-	-	84	44	20	-	-	15	446	$ 109,588
Task 2: Equity and Climate Assessment																			
Task 2.1: Review Past Studies	4	16	16	16								2	2				20	76	$ 16,996
Task 2.2: Climate and Equity Outcomes, Key Issues, and Assessment Pl	20	40	24	50	16							6	3				10	169	$ 33,088
Task 2.3: Technical Assessments																		-	$ -
A: TRPA GIS Evaluation of Past Development, Disadvantaged Communities, and Town Center Areas	8	8															4	20	$ 5,160
B: Rapid Climate Equity Assessment						12	58		24									94	$ 19,846
C: Benefits and Costs Associated with Housing Development	8	16		40	20												4	88	$ 14,980
D: Policy, Code, and Program Evaluation	24	60	60	40								10	4				20	218	$ 46,380
E: Housing Prototypes	8	24	40														8	80	$ 17,440
F: Housing Supply and Market Conditions Assessment	4	4												76	6	82	10	182	$ 38,940
G: Land Value Analysis														12			58	70	$ 21,680
H: Comparative Analysis of TDR and Growth Management Programs	16	20		20													40	96	$ 23,900
Task 2.4: Equity and Climate Assessment White Paper	16	32	24	40	16		6					2	2				24	162	$ 33,194
Subtotal Task 2	108	220	164	206	52	12	64	-	24	-	-	20	11	88	6	82	198	1,255	$ 271,504
Task 3: Policy and Code Recommendations																			
Task 3.1: Administrative Draft Policy and Code Recommendations Framew	32	40	40	40		12	64		24			3		16			60	331	$ 76,048
Task 3.2: Final Draft Policy and Code Recommendations Framework	16	24	16	16	16	4	16		8			2					8	126	$ 25,768
Subtotal Task 3	48	64	56	56	16	16	80	-	32	-	-	5	-	16	-	-	68	457	$ 101,816
Task 4: Policy and Code Updates																			
Task 4.1: Admin Draft Policy and Code Updates	40	100	80	80		3	16					3		8			20	350	$ 72,778
Task 4.2: Public Review Draft Policy and Code Updates	24	60	60	40	40							2					8	234	$ 44,556
Task 4.3: Final Draft Policy and Code	16	40	30	16	16							2					4	124	$ 24,756
Task 4.4: APC and Governing Board Public Hearings	24	24					24										8	80	$ 19,592
Subtotal Task 4	104	224	170	136	56	3	40	-	-	-	-	7	-	8	-	-	40	788	$ 161,682
Task 5: Environmental Clearance																			
Task 5.1: Phase I: Draft CEQA Streamlining Plan						14	8	24	80									126	$ 22,292
Task 5.2: Phase II: Environmental Streamlining Workflow Implementation Tools and Final																		-	$ -
A: Draft Environmental Worksheet						5	3	4	16									28	$ 5,231
B: Final Environmental Worksheet						5	1	1	8									15	$ 3,009
C: Draft Mitigating Policies or Uniformly Applicable Development Standards						5	2	4	12									23	$ 4,420
Task 5.2d: Final CEQA Streamlining Plan						5	4	16	24									49	$ 9,030
Subtotal Task 5	-	-	-	-	-	34	18	49	140	-	-	-	-	-	-	-	-	241	$ 43,982

Attachment 2_Contract #24C00045 Raimi & Assoc

EXHIBIT B
COMPENSATION (CONTINUED)

Tasks	Raimi + Associates					ESA						Mariposa Planning		BAE			CTECON	Total	
	Principal	Associate	Senior Planner	Planner	Graphics	Planner V	Planner IV	Planner III	Planner I	Tech Editor/Publishing	GIS/Graphics	Principal	Consultant	Principal	Director	Analyst	Principal	Labor Hours Per Task	Labor Cost Per Task
Task 6: Community Engagement																			
Task 6.1: Community Engagement Plan	4	8		16	8							30	60				2	128	$ 27,320
Task 6.2: Project Branding	4	8		16	40							1	3					72	$ 10,948
Task 6.3: Project Factsheets	4	16		16	16													52	$ 8,780
Task 6.4: Stakeholder Meetings	20	20		20								20	34	10			16	140	$ 33,120
Task 6.5: Community Working Group	8	8										109	112					237	$ 57,712
Task 6.6: Stakeholder Mapping	4	8		16	8							4					2	42	$ 7,632
Task 6.7: Equity Training of TRPA Staff	16	16	16	16	16							20	6					106	$ 22,080
Task 6.8: Staffing Meetings and Working Group	30	60	20	40										10			24	184	$ 40,960
Task 6.9: Tahoe Living, APC, and Governing Board Meetings	96	96				32	32							12			20	288	$ 73,000
Task 6.10: Community Engagement Toolkit	16	40		40	16							20	20				4	156	$ 31,600
Task 6.11: CBO Mini Grant Program												102	52					154	$ 39,776
Task 6.12: Community Workshops / Open Houses	60	40	80	32	32							16	16					276	$ 56,568
Task 6.13: On Call Engagement	20	20	40	40	40												8	168	$ 30,480
Subtotal Task 6	282	340	156	252	176	32	32	-	-	-	-	322	303	32	-	-	76	2,003	$ 440,226
Task 7: Environmental Analysis																			
Task 7.1: Notice of Preparation and Meeting						10	8		25									43	$ 8,279
Task 7.2: Administrative Draft EIS						100	327	160	581	40	40							1,248	$ 231,808
Task 7.3: Draft EIS						8	116	8	80	10	10							232	$ 44,804
Task 7.4: Final EIS						37	104	36	150	6	6							339	$ 64,868
Task 7.5: Mitigation and Monitoring and Reporting Program							8		26									34	$ 5,606
Task 7.6: Findings of Fact/Statement of Overriding Considerations							24		41									65	$ 11,379
Subtotal Task 7	-	-	-	-	-	155	587	204	903	56	56	-	-	-	-	-	-	1,961	$ 366,744
Task 8: Program Implementation Activities																			
Task 8.1: Final Toolkit Development	4	8			8	50	10	20	20		200							320	$ 60,490
Task 8.2: Evaluation Plan	8	16		16	16													56	$ 9,880
Task 8.3: Technical Assistance	40	40																80	$ 19,600
Task 8.4: Dissemination of Lessons Learned	4	16			16												8	44	$ 9,020
Subtotal Task 7	56	80	-	16	40	50	10	20	20	-	200	-	-	-	-	-	8	500	$ 98,990
Total Hours	714	1,044	554	694	340	309	835	277	1,119	56	256	438	358	164	6	82	405	7,651	
Billing Rate	$275	$215	$190	$140	$125	$282	$223	$200	$147	$165	$187	$288	$200	$300	$275	$115	$310		
Labor Cost	$196,350	$224,460	$105,260	$97,160	$42,500	$87,138	$186,205	$55,400	$164,493	$9,240	$42,752	$126,144	$71,600	$49,200	$1,650	$9,430	$125,550		
Total Firm Labor Cost					*$665,730*						*$545,229*		*$197,744*				*$60,200*	*$125,550*	*$ 1,594,532*
EXPENSES																			
Project/Sub Management					$60,797														$ 60,797
Data Acquisition																$500	$2,500		$ 3,000
Meeting Materials and Engagement Tools					$10,000								$10,000						$ 20,000
CBO Mini Grant Program													$50,000						$ 50,000
Working Group Stipends													$12,500						$ 12,500
Translation/Interpretation					$15,000														$ 15,000
Travel					$17,500						$5,000		$2,500			$250	$12,000		$ 37,250
Office Expenses					$19,972						$16,357		$5,932						$ 42,261
Total Expenses					*$123,269*						*$21,357*		*$80,932*			*$750*	*$14,500*		*$240,808*
TOTAL PER FIRM					*$788,999*						*$566,585*		*$278,676*			*$61,030*	*$140,050*		
GRAND TOTAL					*$1,835,340*														

STATE OF CALIFORNIA - DEPARTMENT OF GENERAL
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STANDARD AGREEMENT
STD 213 (Rev. 04/2020)

SCO ID:

AGREEMENT NUMBER	PURCHASING AUTHORITY NUMBER (if applicable)
23-REAP2-17914	

1. This Agreement is entered into between the Contracting Agency and the Contractor named below:

CONTRACTING AGENCY NAME
DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

CONTRACTOR'S NAME
Tahoe Regional Planning Agency (TRPA)

2. The term of this Agreement is:

START DATE
Upon HCD Approval

THROUGH END DATE
12/31/2026

3. The maximum amount of this Agreement is:
$2,412,475.00

4. The parties agree to comply with the terms and conditions of the following exhibits, which are by this reference made a part of the Agreement.

EXHIBITS	TITLE	PAGES
Exhibit A	Authority, Purpose and Scope of Work	2
Exhibit B	Budget Detail and Payment Provisions	2
Exhibit C*	State of California General Terms and Conditions	GTC - 04/2017
Exhibit D	REAP2 Terms and Conditions	9
Exhibit E	Special Conditions	0
	TOTAL NUMBER OF PAGES ATTACHED	13

Items shown with an asterisk (*), are hereby incorporated by reference and made part of this agreement as if attached hereto.
These documents can be viewed at *https://www.dgs.ca.gov/OLS/Resources*

IN WITNESS WHEREOF, THIS AGREEMENT HAS BEEN EXECUTED BY THE PARTIES HERETO.

CONTRACTOR

CONTRACTOR NAME (if other than an individual, state whether a corporation, partnership,etc.)
Tahoe Regional Planning Agency (TRPA)

CONTRACTOR BUSINESS ADDRESS	CITY	STATE	ZIP
PO Box 5310	Stateline	NV	89449-5310

PRINTED NAME OF PERSON SIGNING	TITLE
Julie W Regan	Executive Director

CONTRACTOR AUTHORIZED SIGNATURE
DocuSigned by:
Julie W Regan
706C6E299F81438...

DATE SIGNED
January 12, 2024

STATE OF CALIFORNIA

CONTRACTING AGENCY NAME
Department of Housing and Community Development

CONTRACTING AGENCY ADDRESS	CITY	STATE	ZIP
2020 W. El Camino Ave., Suite 130	Sacramento	CA	95833

PRINTED NAME OF PERSON SIGNING	TITLE
	Contracts Office Manager, Contract Services Section

CONTRACTING AGENCY AUTHORIZED SIGNATURE

DATE SIGNED

California Department of General Services Approval (or exemption, if applicable)

Exempt per; SCM Vol. 1 4.04.A.3 (DGS memo dated 06/12/1981)

EXHIBIT A

AUTHORITY, PURPOSE, AND SCOPE OF WORK

1. Authority

The Regional Early Action Planning Grants Program of 2021 is established for the purpose of providing regions with one-time funding, including grants for transformative planning and implementation activities. Up to six hundred million dollars ($600,000,000) shall be distributed under the Program in accordance with Chapter 3.15 of the Health and Safety Code (Statute). Of this amount, approximately 5 percent ($30,000,000) is available to Metropolitan Planning Organizations (MPOs), Councils of Governments (COGs), local governments, transit agencies, Tribal Entities, and other legally binding partnerships. The California Department of Housing and Community Development (Department or HCD) shall administer the Program (referred to herein as the Regional Early Action Planning Grants Program of 2021, or "REAP 2.0") Higher Impact Transformative Allocation to regional entities in accordance with the Statute and Guidelines, pursuant to Health and Safety Code section 50515.10(h).

This Standard Agreement (Agreement) authorizes the encumbrance of the total funds available to the applicant, subject to all statutory requirements and all applicable provisions, including but not limited to the Statute, Guidelines, approved Application and any subsequent modifications.

The Grantee shall consult with the Department on any amendment modification or other provision related to the implementation of the Program. The Department's decisions related to the administration of the Program shall be final pursuant to Health and Safety Code section 50515.10(i).

2. Purpose

In accordance with the authority cited above, the Grantee has been awarded financial assistance in the form of a grant from the Program. The Department has agreed to make the grant for planning and implementation activities pursuant to the Statute, Guidelines and this Agreement. By entering into this Agreement and thereby accepting the award of the Program funds, the Grantee agrees to comply with the terms and conditions of the Guidelines and Application, as well as this Agreement, subsequent amendments or modifications to this Agreement and the requirements of the authority cited above. Based on all representations made by the Grantee, the State shall encumber the full amount requested or awarded pursuant to the Guidelines and provide subsequent payments in accordance with Exhibit B.

3. Definitions

Terms herein shall have the same meaning as defined by the Guidelines and Statute.

EXHIBIT A

4. **Scope of Work**

Grantee shall use the awarded funds in accordance with the approved Application, including but not limited to scope of work as contained in the timeline and budget. The Application or scope of work may be amended in compliance with statutory requirements subject to approval by the Department.

5. **Monitoring**

A. The Grantee shall maintain books, records, documents, and other evidence that demonstrates the funding was used for the appropriate purposes, as described in the Statute, Guidelines, Scope of Work, Application and all other pertinent documents. These books, records, documents and other evidence shall be available for audit and inspection by the Department at any point during the term of the Agreement and subject to any amendments to this Agreement.

B. The Department may request additional information, as needed, to demonstrate statutory compliance, satisfaction of program requirements and necessary amendments to this Agreement, including but not limited to reporting or audit requirements, implementing advance payment(s), or award amount to the Grantee.

C. The Department may monitor expenditures and activities of the Grantee, as the Department deems necessary, to ensure compliance with statutory or Department requirements.

D. The Department may, as it deems appropriate or necessary, request the repayment of funds from a Grantee or pursue any other remedies available to it by law for failure to comply with Program requirements pursuant to Health and Safety Code section 50515.10 (g).

E. The Department's decision to approve or deny an Application or request for funding pursuant to the program, and its determination of the amount of funding to be provided, shall be final pursuant to Health and Safety Code section 50515.10(i).

F. Monitoring provisions may be amended and are subject to additional provisions in accordance with this Agreement or subsequent amendments.

6. **Department Contract Coordinator**

The Contract Coordinator of this Agreement for the Department is the Housing Policy Development Manager, or the Manager's designee. Unless otherwise informed, any notice, report, or other communication required by this Agreement shall be submitted under the penalty of perjury by email to REAP2021@hcd.ca.gov.

EXHIBIT B

BUDGET DETAIL AND PAYMENT PROVISIONS

1. **Application for Funds**

   A. The Department is entering into this Agreement on the basis of, and in reliance upon, facts, information, assertions and representations contained in any Application for award or any subsequent modifications or additions to such thereto approved by the Department. The Application for funding and any approved modifications and additions thereto are hereby incorporated into this Agreement.

   B. The Grantee warrants that all information, facts, assertions and representations contained in any approved Application, award or approved modifications and additions thereto are true, correct, and complete to the best of the Grantee's knowledge. In the event that any part of an Application and any approved modification and addition thereto is untrue, incorrect, incomplete, or misleading in such a manner that would affect the Department's approval, disbursement, or monitoring of the funding and the grant or activities governed by this Agreement, the Department may declare a breach hereof and take such action or pursue such remedies as are provided for breach hereof.

2. **Grant and Reimbursement Limit**

   For the purposes of performing the Work described in this Agreement, the Department agrees to provide the aggregate amount identified on page 1, number 3 of this Agreement (STD 213) in the form of a grant ("Grant").

3. **Grant Timelines**

   A. This Agreement is effective upon approval by all parties and the Department, which is evidenced by the date signed by the Department on page one, Standard Agreement, STD 213 (the "Effective Date").

   B. All Grant funds must be obligated no later than June 30, 2024, and expended by June 30, 2026, pursuant to Health and Safety Code section 50515.10, subdivision (e)(1).

   C. Final invoices must be submitted to the Department three months prior to the expenditure deadline. Under special circumstances, approved by the Department and in accordance with the expenditure deadline, the Department may modify the invoice deadline and may provide exception, including but not limited to, advance payment to carry out the terms of this Agreement.

   D. No later than June 30, 2026, each Grantee that receives an allocation of funds shall submit a final report on the use of those funds to the Department, in the form and manner prescribed by the department. The report required by this paragraph shall include an evaluation of actions taken in support of the entity's proposed uses of those funds, as specified in the entity's Application, including, but not limited to, housing units accelerated and per capita reductions in vehicle miles traveled.

E. It is the responsibility of the Grantee to monitor the progress and timeliness of grant fund obligations, including invoicing and reimbursements within the specified dates.

4. **Allowable Uses of Grant Funds**

A. The Department shall not award or disburse funds unless it determines that the grant funds shall be expended in compliance with the terms and provisions of the Statute and Guidelines which includes associated forms and guidelines, approved Application and this Agreement.

B. Grant funds shall only be used by the Grantee for project activities approved by the Department that involve planning and implementation activities in accordance with the Statute, Guidelines and Application.

C. Grant funds may not be used for administrative costs of persons employed by the Grantee for activities not directly related to carrying out proposed uses and eligible activities.

D. The Grantee shall use no more than 5 percent of the total grant amount for costs related to administration of the project as described in the Guidelines.

E. A Grantee that receives funds under this Program may use a subcontractor and Grantee shall be accountable to the Department to ensure subcontractor's performance of the subcontract shall comply with all the requirements of the Program. The subcontract shall not relieve the Grantee of its responsibilities under the Program.

F. After the Agreement has been executed by the Department and all parties, approved and eligible costs for eligible activities may be reimbursed for the project(s) upon completion of deliverables or paid in advance in accordance with this Agreement and subject to the terms and conditions of this Agreement.

G. Eligible activities that are approved by the Department may be retroactively reimbursed to July 1, 2021.

EXHIBIT D

REAP2 TERMS AND CONDITIONS

1. **Accounting and Records**

   A. The Grantee, its employees, contractors, and subcontractors shall establish and maintain an accounting system and reports that properly accumulate incurred project costs by line. The accounting system shall conform to Generally Accepted Accounting Principles (GAAP), enable the determination of incurred costs at interim points of completion, and provide support for payment vouchers and invoices. Grantees may establish and maintain an accounting system and reports, as described above, on behalf of contractors and subcontractors.

   B. The Grantee must establish a separate ledger account for receipts and expenditures of grant funds and maintain expenditure details in accordance with the budget and timeline. Separate bank accounts are not required. As appropriate, Grantees must establish separate ledgers for State General funds and other funds associated with proposed uses not provided by the REAP 2.0 Program.

   C. The Grantee shall maintain documentation of its normal procurement policy and competitive bid process (including the use of sole source purchasing), and financial records of expenditures incurred during the course of the project in accordance with GAAP.

   D. The Grantee agrees that the Department or designated representative shall have the right to review and to copy any records and supporting documentation pertaining to the performance of the Agreement.

   E. The Grantee agrees to maintain such records for a possible audit after the final payment for at least five years after all funds have been expended or returned to the State unless a longer period of records retention is stipulated. Wherever practicable, such records should be collected, transmitted, and stored in open and machine-readable formats.

   F. Contractors and subcontractors employed by the Grantee and paid with moneys under the terms of this Agreement shall be responsible for maintaining accounting records as specified above.

2. **Invoicing**

   A. Grant funds cannot be disbursed until the Agreement has been fully executed.

   B. The Grantee will be responsible for compiling and submitting all invoices and reporting documents.

C. The Grantee must bill the Department based on clear deliverables outlined in the Agreement or Application, including but not limited to budget timeline, in the manner and form prescribed by the Department. Generally, approved and eligible costs incurred for work after execution of the Agreement and completed during the grant term will be reimbursable. However, eligible activities conducted prior to award will be reimbursable to July 1, 2021. Approved and eligible costs incurred prior to July 1, 2021, are ineligible.

D. Grantees who received advance funds shall expend all such funds or demonstrate substantial progress prior to requesting additional advanced funding by submitting an updated project timeline and budget, including expenditure progress for their eligible projects from the Application and any supporting documentation.

E. Project invoices may be submitted to the Department by the Grantee on a quarterly basis, upon completion of a deliverable or other timeline, subject to the Department's approval.

F. The Department may consider advance payments or alternative arrangements to reimbursement and payment methods based on demonstrated need. The Department may consider factors such as available funds for eligible activities. Suballocations must request funds in increments, schedule for advance payments or other form approved by the Department, and report progress according to an implementation and expenditure timetable.

G. Supporting documentation may include, but is not limited to, purchase orders, receipts, progress payments, subcontractor invoices, timecards, reports, or any other documentation as deemed necessary by the Department to support the reimbursement to the Grantee for expenditures incurred.

H. Invoices must be accompanied by supporting documentation where appropriate. Invoices without supporting documentation will not be paid. The Department may withhold up to 10 percent of the grant until grant terms have been fulfilled, including all required reporting.

3. **Audits**

A. At any time during the term of the Agreement, the Department may perform or cause to be performed a financial audit of any and all phases of the award. At the Department's request, the Grantee shall provide, at its own expense, a financial audit prepared by a certified public accountant. The Department has the right to review project documents and conduct audits during project implementation and over the project life.

B. The Grantee agrees that the Department or the Department's designee shall have the right to review, obtain, and copy all records and supporting documentation pertaining to performance of this Agreement.

C. The Grantee agrees to provide the Department, or the Department's designee, with any relevant information requested.

D. The Grantee agrees to permit the Department or the Department's designee access to its premises, upon reasonable notice, during normal business hours for the purpose of interviewing employees who might reasonably have information related to such records and inspecting and copying such books, records, accounts, and other material that may be relevant to a matter under investigation for the purpose of determining compliance with Statute, Guidelines, Application or the Agreement.

E. The Department may request additional information, as needed, to meet other applicable audit requirements.

F. The Department may monitor expenditures and activities of a Grantee or its designees, contractors or subcontractors, as the Department deems necessary, to ensure compliance with REAP requirements.

G. Grantees using federal or state transportation planning funds administered through the Overall Work Program (OWP) shall clearly identify the source of funds.

H. If there are audit findings, the Grantee must submit a detailed response acceptable to the Department for each audit finding within 90 days from the date of the audit finding report.

I. The Grantee agrees to maintain such records for possible audit after the final payment for at least five years after all funds have been expended or returned to the State unless a longer period of records retention is stipulated. Wherever practicable, such records should be collected, transmitted, and stored in open and machine-readable formats.

J. If any litigation, claim, negotiation, audit, monitoring, inspection, or other action has been started before the expiration of the required record retention period, all records must be retained by the Grantee and its designees, contractors, and sub-contractors until completion of the action and resolution of all issues which arise from it. In any contract that it enters into in an amount exceeding $10,000, the Grantee shall include the Department's right to audit the contractor's records and interview their employees.

K. The Grantee shall comply with and be aware of the requirements and penalties for violations of fraud and for obstruction of investigation as set forth in California Public Contracts Code Section 10115.10.

4. **Remedies and Non-performance**

A. Any dispute concerning a question of fact arising under this Agreement that is not disposed of by agreement shall be decided by the Department's Housing Policy Development Manager, or the Manager's designee, who may consider any written or verbal evidence submitted by the Grantee. The decision of the Department's

Housing Policy Development Manager or Designee shall be the Department's final decision regarding the dispute, not subject to appeal.

B. Neither the pendency of a dispute nor its consideration by the Department will excuse the Grantee from full and timely performance in accordance with the terms of this Agreement.

C. In the event that it is determined, at the sole discretion of the Department, that the Grantee is not meeting the terms and conditions of the Agreement, immediately upon receiving a written notice from the Department to stop work, the Grantee shall cease all work under the Agreement. The Department has the sole discretion to determine that the Grantee meets the terms and conditions after a stop work order, and to deliver a written notice to the Grantee to resume work under the Agreement.

D. The Department has the right to terminate the Agreement at any time upon 30 days written notice. The notice shall specify the reason for early termination and may permit the Grantee or the Department to rectify any deficiency(ies) prior to the early termination date. The Grantee will submit any requested documents to the Department within 30 days of the early termination notice.

E. The applicant must demonstrate a clear and significant nexus to REAP 2.0 Program goals and objectives and must carry out provisions to meet the Program goals and objectives and other requirements, including, but not limited to, adoption or completion of activities toward Policy Outcomes and implementation of proposed use and eligible activities funded through a suballocation process. Any lack of action or action inconsistent with REAP 2.0 requirements may result in review and could be subject to repayment of the grant.

F. At any time, if the Department finds the Grantee included false information in the Application or as part of the Application review, the Department may require the repayment of funds.

G. If applicable, Grantees are responsible for suballocations meeting all REAP 2.0 requirements.

H. Examples of a breach of this Agreement:

1. Grantee's failure to comply with any term or condition of this Agreement.

2. Use of, or permitting the use of, grant funds provided under this Agreement for any ineligible costs or for any activity not specified and approved under this Agreement.

3. Any failure to comply with the deadlines set forth in this Agreement unless approved by the Program Manager in writing.

I. The Department may, as it deems appropriate or necessary, require the repayment of funds from a Grantee, or pursue any other remedies available to it by law for failure to comply with all REAP 2.0 Program requirements.

J. In addition to any other remedies that may be available to the Department in law or equity for breach of this Agreement, the Department may at its discretion, exercise a variety of remedies, including but not limited to:

1. Revoke existing REAP 2.0 award(s) or other Department awards to the Grantee;

2. Require the return of unexpended REAP 2.0 funds disbursed under this Agreement;

3. Require repayment of REAP 2.0 Funds disbursed and expended under this agreement;

4. Seek a court order for specific performance of the obligation defaulted upon, or the appointment of a receiver to complete the obligations in accordance with the REAP 2.0 Program requirements; and

5. Other remedies available at law, by and through this Agreement. All remedies available to the Department are cumulative and not exclusive.

6. The Department may give written notice to the Grantee to cure the breach or violation within a period of not less than 15 days.

K. The Grantee may be subject to amendment of this section as a result of awards.

5. **Reporting**

A. At any time during the term of the Agreement, the Department may request a performance report that demonstrates satisfaction of all requirements identified in the Agreement with emphasis on eligible activities, eligible uses, and expenditures according to timelines and budgets referenced in the Agreement.

B. Grantees shall submit a report, in the form and manner prescribed by the Department, to be made publicly available on its website, by April 1 of the year following the receipt of those funds, and annually thereafter until those funds are expended, that contains the following information:

1. The status of the Proposed Uses and expenditures listed in the Grantee's Application for funding and progress of each Proposed Use toward all the objectives of the REAP 2.0 program as provided in the Guidelines and explained in the Application.

2. An explanation and quantification, where appropriate, of the progress achieved toward all of the objectives of the REAP 2.0 program, barriers and solutions for each Proposed Use that is consistent with and incorporates the metrics in the Application, including, but not limited to:
    i. Housing units accelerated,
    ii. Reductions in Vehicle Miles Traveled Per Capita,
    iii. Impacts of place-based strategies toward community revitalization and equitable communities,
    iv. Location of investment,
    v. Socioeconomic statistics about the impacted geography, and
    vi. Regional impact explanation

    The report must identify whether Proposed Uses overlap with other programs that share the same objectives as REAP 2.0. The Grantee should also identify any measurement challenges that persist and highlight any administrative barriers that prevent it from obtaining the information it needs to perform better analysis of progress made achieving REAP 2.0 Objectives and make adjustments to the extent possible in subsequent reporting years.

3. All status and impact reports shall be categorized based on the eligible uses specified in Section 50515.08 of the Statute.

C. Grantees shall post, make available, and update, as appropriate on its internet website, land use maps and Vehicle Miles Traveled generation maps produced in the development of its adopted SCS, as applicable.

D. Grantees shall collaborate and share progress, templates, and best practices with the Department and fellow recipients in implementation of funds. To the greatest extent practicable, Grantees shall coordinate with other Eligible Entities in the implementation of applications, consider potential for joint activities, and seek to coordinate Housing and transportation planning across regions.

F. Upon completion of all deliverables within the Agreement, the Grantee shall submit a final report in a manner and form prescribed by the Department. If a final report has not been submitted, no later than June 30, 2026, each Grantee that receives an allocation of funds shall submit a final report on the use of those funds to the Department, in the form and manner prescribed by the department. The report required by this paragraph shall include an evaluation of actions taken in support of the entity's proposed uses of those funds, as specified in the entity's Application, including, but not limited to, housing units accelerated and per capita reductions in vehicle miles traveled. The final report shall also list and describe the use of any administrative costs.

EXHIBIT D

6. **Indemnification**

Neither the Department nor any officer, employee or designee thereof is responsible for any injury, damage or liability occurring by reason of anything done or omitted by the Grantee, its officers, employees, agents, its contractors, its sub-recipients or its subcontractors under or in connection with any work, authority or jurisdiction conferred upon the Grantee under this Agreement, Guidelines or Statute. It is understood and agreed that the Grantee shall fully defend, indemnify and save harmless the Department and all of the Department's staff from all claims, suits or actions of every name, kind and description brought forth under, including, but not limited to, tortuous, contractual, inverse condemnation or other theories or assertions of liability occurring by reason of anything done or omitted to be done by the Grantee, its officers, employees, agents, contractors, sub-recipients, or subcontractors under this Agreement, Guidelines or Statute.

7. **Waivers**

No waiver of any breach of this Agreement shall be held to be a waiver of any prior or subsequent breach. The failure of the Department to enforce at any time the provisions of this Agreement, or to require at any time, performance by the Grantee of these provisions, shall in no way be construed to be a waiver of such provisions nor to affect the validity of this Agreement or the right of the Department to enforce these provisions.

8. **Relationship of Parties**

It is expressly understood that this Agreement is an agreement executed by and between two independent governmental entities and is not intended to, and shall not be construed to, create the relationship of agent, servant, employee, partnership, joint venture or association, or any other relationship whatsoever other than that of an independent party.

9. **Third Party Contracts**

A. All state-government funded procurements must be conducted using a fair and competitive procurement process. The Grantee may use its own procurement procedures as long as the procedures comply with all City/County laws, rules and ordinances governing procurement, and all applicable provisions of California state law.

B. Any contract entered into as a result of this Agreement shall contain all the provisions stipulated in this Agreement and shall be applicable to the Grantee's sub-recipients, contractors, and subcontractors. Copies of all agreements with sub-recipients, contractors, and subcontractors shall be submitted to the Department's program manager.

C. The Department does not have a contractual relationship with the Grantee's sub-recipients, contractors, or subcontractors, and the Grantee shall be fully responsible for monitoring and enforcement of those agreements and all work performed thereunder.

10. **Compliance with State and Federal Laws, Rules, Guidelines and Regulations**

A. The Grantee agrees to comply with all state and federal laws, rules and regulations that pertain to construction, health and safety, labor, fair employment practices, equal opportunity, and all other matters applicable to the grant, the Grantee, its contractors or subcontractors, and any other grant activity.

B. During the performance of this Agreement, the Grantee assures that no otherwise qualified person shall be excluded from participation or employment, denied program benefits, or be subjected to discrimination based on race, color, ancestry, national origin, sex, gender, gender identity, gender expression, genetic information, age, disability, handicap, familial status, religion, or belief, under any program or activity funded by this contract, as required by Title VI of the Civil Rights Act of 1964, the Fair Housing Act (42 USC 3601-20) and all implementing regulations, and the Age Discrimination Act of 1975 and all implementing regulations.

C. The Grantee shall include the nondiscrimination and compliance provisions of this clause in all agreements with its sub-recipients, contractors, and subcontractors, and shall include a requirement in all agreements that each of them in turn include the nondiscrimination and compliance provisions of this clause in all contracts and subcontracts they enter into to perform work under the REAP 2.0 Program.

D. The Grantee shall, in the course of performing project work, fully comply with the applicable provisions of the Americans with Disabilities Act (ADA) of 1990, which prohibits discrimination on the basis of disability, as well as all applicable regulations and guidelines issued pursuant to the ADA. (42 U.S.C. 12101 et seq.)

E. The Grantee shall adopt and implement affirmative processes and procedures that provide information, outreach and promotion of opportunities in the REAP project to encourage participation of all persons regardless of race, color, national origin, sex, religion, familial status, or disability. This includes, but is not limited to, a minority outreach program to ensure the inclusion, to the maximum extent possible, of minorities and women, and entities owned by minorities and women, as required by 24 CFR 92.351.

11. **Litigation**

A. If any provision of this Agreement, or an underlying obligation, is held invalid by a court of competent jurisdiction, such invalidity, at the sole discretion of the Department, shall not affect any other provisions of this Agreement and the remainder of this Agreement shall remain in full force and effect. Therefore, the provisions of this Agreement are, and shall be, deemed severable.

B. The Grantee shall notify the Department immediately of any claim or legal action undertaken by or against it, which affects or may affect this Agreement or the Department, and shall take such action with respect to the claim or legal action consistent with the terms of this Agreement and the interests of the Department.

EXHIBIT D

12. **Changes in Terms/Amendments**

A. The Grantee may be subject to amendments to this section as a result of awards.

B. This Agreement may only be amended or modified by mutual written agreement of both parties.

13. **State-Owned Data**

A. Definitions

1. Work:

The work to be directly or indirectly produced by the Grantee, its employees, or by and of the Grantee's contractor's, subcontractor's and/or sub-recipient's employees under this Agreement.

2. Work Product:

All deliverables created or produced from Work under this Agreement including, but not limited to, all Work and deliverables conceived or made or, hereafter conceived or made, either solely or jointly with others during the term of this Agreement and during a period of six months after the termination thereof, which relates to the Work commissioned or performed under this Agreement, are considered Work Product. Work Product includes all deliverables, inventions, innovations, improvements, or other works of authorship Grantee and/or Grantee's contractor subcontractor and/or sub-recipient may conceive of or develop in the course of this Agreement, whether or not they are eligible for patent, copyright, trademark, trade secret or other legal protection.

B. Sharing of Work Product and Rights:

All Work Product shall be shared with the Department and its partners for various purposes, including education, outreach, transparency and future learning.

14. **Special Conditions**

The State reserves the right to add any special conditions to this Agreement it deems necessary to assure that the policy and goals of the Program are achieved.

TAHOE REGIONAL PLANNING AGENCY
Regional Planning Department
REQUEST FOR PROPOSALS (RFP)/REQUEST FOR QUALIFICATIONS

Restoring Housing Justice in a Tourist Destination: Integrating Housing, Equity and Conservation to Build Resiliency at Lake Tahoe

RFP #240005

Announcement: September 26, 2023[1,2,3]

Project Description: TRPA has received funding from California's Regional Early Action Planning (REAP) Higher Impact Transformative (HIT) Grant Program to conduct transformative housing, equity, and climate work for the region. With the help of a consultant, the Tahoe Regional Planning Agency (TRPA) will conduct an equity and climate assessment and develop proposed updates to TRPA's Transfer of Development Rights (TDR) and growth management systems. To achieve these objectives, it is envisioned that the agency will develop policy and code recommendations to accelerate affordable and workforce housing production, infill and redevelopment, improve environmental protection, and reduce vehicle miles traveled while building capacity for meaningful community engagement and equitable outcomes. Environmental analysis of the recommended policy and code updates is also part of the project.

Evaluation: Qualifications and Proposals will be evaluated according to the criteria in section 4 of this document.

Deadline: Tuesday, October 5, 2023, 11:59 PM PST – Bidding Firms' Questions Due
Tuesday, October 31, 2023, 11:59 PM PST – Deadline for Proposal Submissions

Questions: All questions should be submitted in writing to the RFP Coordinator:

Karen Fink
Tahoe Regional Planning Agency
PO Box 5310
128 Market Street
Stateline, NV 89449
775-589-5258
kfink@trpa.gov

[1] Corrections made October 2, 2023 - Deadline times on first page and attachment links on page 21
[2] Corrections made October 9, 2023 – updates to "Community Planning Toolkit," page 11 and "Related Projects," page 19.
[3] Updates made October 12, 2023 – updates "Public Records," page 15, updates to "Request for Proposal Schedule," notification of consultants for interviews, page 16 and to Appendices, page 22

1. Introduction and Agency Background

Introduction:

The Tahoe Regional Planning Agency (TRPA) is one of several recipients of a California Regional Early Action Program (REAP) 2.0 Higher Impact Transformative (HIT) grant. This grant is administered by the California Department of Housing and Community Development. The funding provides planning and implementation dollars to cities, counties, and regional governments to build sustainable, resilient, and equitable communities that are inclusive and take measurable strides toward reducing vehicle miles traveled.

Through the HIT grant, TRPA and regional partners will:

- Evaluate and recommend updates to Tahoe's transfer of development rights (TDR) and growth management systems and development standards to address equity, climate change impacts, and housing choice, supply and affordability;
- Draft and recommend an environmental clearance approval process for infill multi-family development that accelerates housing supply, choice, and affordability;
- Build community and regional agency capacity and skills to meaningfully engage with local communities in planning and implementation policy and project programming, increasing community resiliency and inclusivity; and
- Serve as a model for other areas seeking to integrate conservation, housing, and equity to promote regional prosperity for all.

Through this RFP, TRPA is seeking a consultant team to:

1. Complete an equity and climate assessment of Tahoe's TDR and growth management systems, development standards and other related processes as applicable;
2. Recommend policy, program and code updates to better integrate equity, climate, and housing[4] needs into TRPA's TDR program and growth management system and related processes;
3. Conduct environmental analysis of recommended policy, program, and code updates, including recommending an environmental clearance process for infill housing that meets environmental standards;
4. Build community and regional agency capacity to meaningfully and equitably engage the community in planning, policy development, and programming;

[4] In this RFP, the term "housing" is used broadly to connote housing that is affordable to households that meet state and federal definitions for affordable and moderate-income housing, as well as housing for individuals and families with household members employed by Tahoe- or Truckee-based employers, whose incomes may be above the state and federal income limits. It may apply to both deed-restricted housing as well as housing that is affordable by design but not deed-restricted.

5. Design and assist with implementation of meaningful community engagement throughout the timeframe of the project;
6. Create tools and document best practices to operationalize meaningful and equitable community engagement into the future work of the TRPA and partner entities; and
7. Coordinating closely with TRPA staff, ensure complete and timely delivery of the approved work plan.

Agency and Project Background

High in the Sierra Nevada, Lake Tahoe is one of the world's largest, deepest, and clearest mountain lakes. Renowned throughout the world, Lake Tahoe is federally protected as an Outstanding National Resource Water. The region, part of the homeland of the Washoe people, now attracts nearly 15 million visitors every year, especially from the growing Bay Area, Sacramento, and Reno metropolitan areas. The economic effects of growing visitation, coupled with increased impacts from climate change, threaten Lake Tahoe's diverse community and valued environment.

To encourage conservation of the waters and area in and around Lake Tahoe, the United States Congress and the States of California and Nevada established the Tahoe Regional Planning Agency (TRPA) through the Bi-State Compact in 1969 and as amended subsequently (Public Law 96-551). As a bi-state regional planning agency, TRPA has land use planning authority over the area within Lake Tahoe's watershed (the Tahoe basin). TRPA's jurisdiction (see graphic, below) straddles the California and Nevada border, and consists of portions of five counties, one incorporated city, and more than 40,000 private properties. TRPA is also the designated Water Quality Management Planning Agency for the Tahoe Region under Section 208 of the Clean Water Act and also serves as the Metropolitan Planning Organization (MPO) for the region. Thus TRPA has a unique combination of regional land use, environmental, and transportation planning authority. To protect, preserve and enhance Lake Tahoe for both the residents and visitors to the region, TRPA has adopted some of the strictest environmental protections in the United States.

The "Restoring Housing Justice" project (the project) will build on TRPA's more than 50 years of experience with two key regulatory systems: the Transfer of Development Rights (TDR) and growth management systems. These programs accomplished important environmental goals of restoring sensitive lands and slowing the loss of lake clarity, but in recent years, as demand for large, vacation-oriented homes has increased, these systems have not been able to address certain impacts to local communities, such as the inability of the market to provide low- and moderately priced housing. Like many mountain communities with tourism-based economies across the United States, the local workforce is finding it increasingly difficult to live in the basin.

Through this RFP, TRPA is seeking a consultant team to:

1. Complete an equity and climate assessment of Tahoe's transfer of development rights (TDR) and growth management systems, development standards and other related processes as applicable;
2. Recommend policy, program and code updates to better integrate equity, climate, and housing needs into TRPA's TDR and growth management programs and related processes;

3. Conduct environmental analysis of recommended policy, program, and code updates, including recommending an environmental clearance process for infill housing that meets environmental standards;
4. Build community and regional agency capacity to meaningfully and equitably engage the community on planning, policy development, and programming;
5. Design and assist with implementation of meaningful community engagement throughout the timeframe of the project;
6. Create tools and document best practices to operationalize meaningful and equitable community engagement into the future work of the TRPA and partner entities.
7. Coordinating closely with TRPA staff, ensure complete and timely delivery of the approved work plan.

Existing Work and Previous Efforts

The project will draw from substantial existing work within the Tahoe basin and lessons learned both from within the region and from other regions. Recent, previous efforts are briefly summarized below.

Transportation Equity Study

TRPA recently completed the region's first ever Transportation Equity Study to develop equity-based transportation and engagement policies to better serve Lake Tahoe's communities and improve mobility within the Tahoe region. Through this study, TRPA identified and engaged transportation disadvantaged communities: zero vehicle households, seniors, low-income individuals, people with disabilities, youth, and BIPOC (Black, Indigenous, and People of Color). The study also engaged these groups at a geographic level, by engaging directly with members of the South Lake Tahoe community through the Family Resource Center, and with the Kings Beach community through the Sierra Community House and other social services organizations, which represent transportation disadvantaged people. The TRPA Governing Board endorsed the slate of proposed policies for inclusion in the next Regional Transportation Plan. Proposed policies and actions from the study are also intended to improve TRPA's engagement and outreach practices for the agency as a whole. These recommendations and the supporting analysis from the Equity Study (Attachment E) are expected to be carried forward and expanded upon in this proposal. See the Equity Study for information about Tahoe's racial and ethnic demographics, income, and other demographic information.

Tahoe Living Housing and Community Revitalization Working Group

In 2020, the TRPA Governing Board appointed a 20-member working group called the "Tahoe Living Housing and Community Revitalization Working Group" (a.k.a., Tahoe Living Working Group or TLWG) This working group is a committee of the TRPA's Advisory Planning Commission (APC) and is chaired by the Chair of the APC. This group includes representatives from different agencies and organizations with interest and/or specific expertise in housing issues in the Tahoe region: TRPA APC members, TRPA Governing Board members, local government representatives, the affordable housing industry, contractors, social service organizations, public lands managers, community land trusts, environmental organizations, large employers, real estate, and community collaboratives. The Tahoe Living Working

Group advises staff on actions needed to support housing choice, supply and affordability and convenes 2- 4 times per year.

TRPA staff is currently working with the Tahoe Living Working Group to complete the second of a three-phase "Housing Priority Actions" Agency Strategic Priority aimed at adjusting TRPA's policies, programs and regulations to support affordable and workforce housing development. The "Restoring Housing Justice" project is a major component of Phase 3 of these actions.

The three phases of the Tahoe Living Strategic Priority include:

Phase 1 – Facilitate Accessory Dwelling Units and Conversions of Tourist Units to Residential Development *(complete)*

Phase 2 – Market Solutions to Encourage Affordable and Workforce Housing Development *(in process)*

Phase 3 – Equity and Climate Assessment and Update of Key TRPA Programs, including the Transfer of Development Rights and Growth Management Systems *(the focus of this RFP)*

TRPA Governing Board and Committee Structure

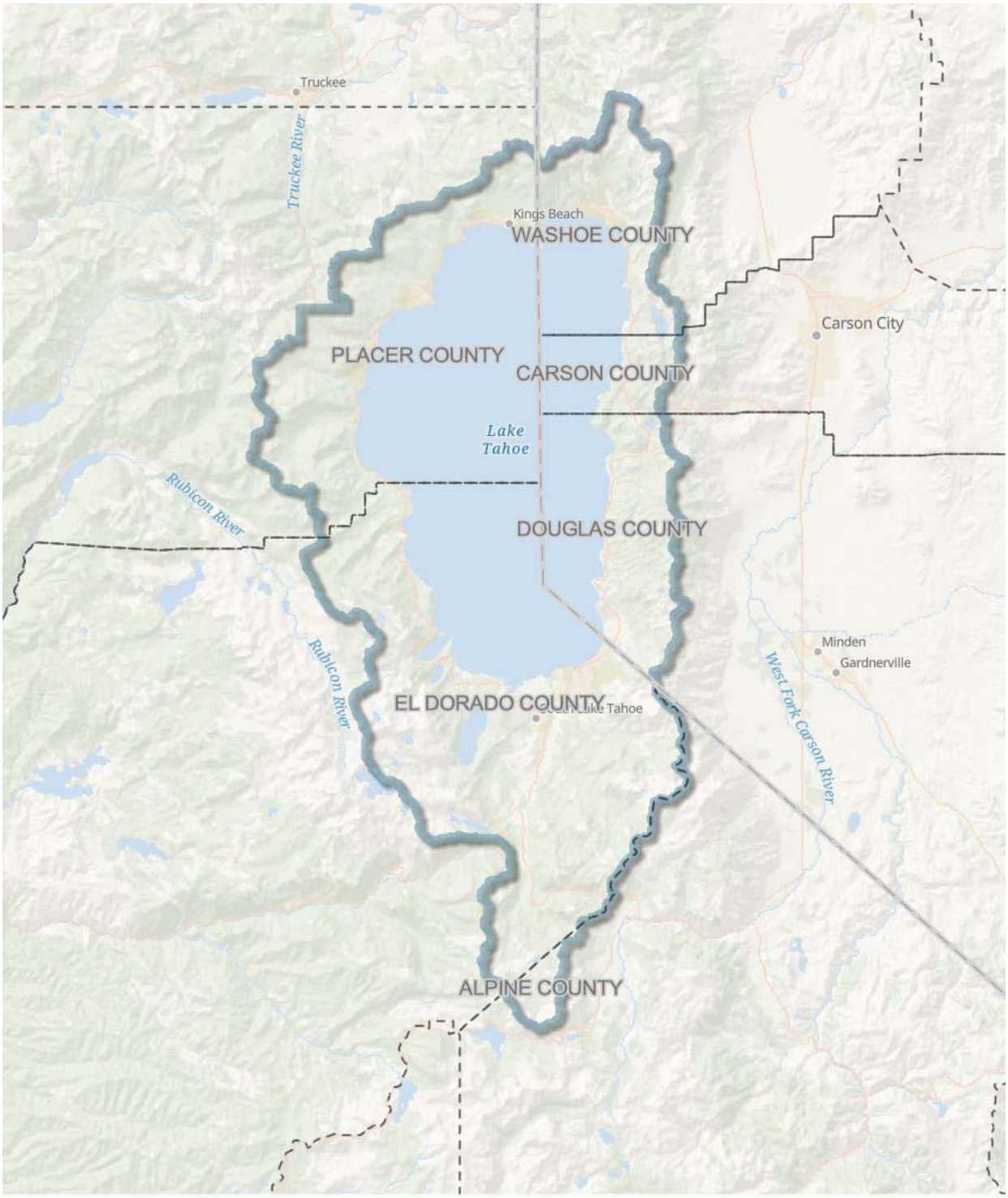
TRPA receives direction on decisions from a 15-member Governing Board and a 21-member Advisory Planning Commission, as well as many stakeholders and members of the public.

The Governing Board meets monthly and has created several committees of its own members to advise the full board on specific operational areas. One of these is the Regional Plan Implementation Committee (RPIC), which reviews changes to the TRPA Regional Plan, including the Goals and Policies, Rules and Procedures, and the Code of Ordinances. The RPIC meets as needed, but usually monthly.

The 21-member Advisory Planning Commission assists the Governing Board with technical and scientific issues. The Commission is made up of local planners, general members of the community, and other representatives who are experts in their fields. The APC also meets monthly.

Staff report preparation begins approximately one and a half months prior to each meeting and completed staff reports are posted one week prior to each meeting.

All Governing Board, APC, and committee meetings are open meetings and the public is encouraged to take an active role in the decision-making process.


Truckee
Truckee River
Kings Beach
WASHOE COUNTY
Carson City
PLACER COUNTY
CARSON COUNTY
Lake Tahoe
Rubicon River
DOUGLAS COUNTY
Minden
Gardnerville
Rubicon River
West Fork Carson River
EL DORADO COUNTY
South Lake Tahoe
ALPINE COUNTY

2. Project Description

Scope of Work

The "Restoring Housing Justice" project will update TRPA's development regulations to better integrate equity and climate goals by promoting housing supply, choice, and affordability and infill development. The project will use this assessment and update process to build regional capacity for on-going, culturally competent community engagement among regional agencies and the diverse communities that make up the Tahoe region. A key outcome of the project is a replicable TDR and growth management system based not only on conservation but leading to diverse housing types for the local community and a stronger, more resilient economy and community for all.

This RFP outlines the key deliverables (beginning on this page) and desired long-term outcomes for the region (Attachment A). Interested consultants should respond with a scope of work that achieves the key deliverables for the project timeframe, and that will help the agency to achieve the long-term outcomes.

TRPA staff has significant expertise and background knowledge applicable to the overall deliverables, and will be heavily involved in the process, relying on the consultant team to fill gaps in technical knowledge, racial equity training and community engagement, and management of subconsultants. See the "Resources Provided by TRPA" for a summary of anticipated TRPA staff contribution to the process. In the scope of work, the consultant should clearly delineate discrete work products that may be produced by TRPA staff to keep costs low. Depending on available resources, when finalizing the contract scope or individual task orders, TRPA and the consultant may negotiate which of these tasks the consultant will complete and which will be completed by TRPA staff. In the scope of work, the consultant should describe how consultant deliverables complement TRPA contributions and vice versa and how the work will be coordinated.

TRPA will consider submittals from consultant teams as well as individual consulting firms. As part of the RFQ portion of this solicitation, each subconsultant submitting as part of a project team will also be considered for qualification under the RFQ, and qualified firms will be eligible to bid on future RFPs related to this work. For the scope described below, TRPA anticipates selecting one consultant team to complete the work, however TRPA reserves the right to make a final selection that is a combination of firms submitting under different proposals, subject to agreement by all parties. TRPA will take into consideration the preference of firms that submit under one proposal to work together. TRPA reserves the right to divide the work into two or more separate elements and may use this RFP/RFQ to award some elements of the contract immediately, while qualifying other firms to bid on future contracts related to the project.

Consultant deliverables:

1. **Work Plan:** Develop a plan and timeline for identifying, refining, and gaining support for timely approval of the items in the scope. Oversee the deliverables as outlined in this RFP from start to finish, coordinating closely with TRPA staff.

a. Provide and manage a timeline of key deliverables based on each scope item, taking into consideration how and when to use the expertise of TRPA staff, the Tahoe Living Working Group and the input of the TRPA Governing Board and Governing Board committees to gain support for steps along the way prior to starting subsequent scope items (see item 1.e.).
b. Individual scope items should have discrete beginning and ending points, and TRPA staff will authorize the start of each individual scope item pending satisfactory completion of the necessary prior tasks.
c. Conduct bi-weekly coordination meetings with TRPA staff. Consultant should provide an agenda before and meeting minutes after these meetings, which will remain internal to the agency and do not need to be posted publicly.
d. Assist staff to prepare for and deliver informational and/or endorsement hearings to the TRPA Governing Board and/or committees as noted below after each project milestone to keep them apprised and involved in the process. One or more of these hearings may be in the form of a workshop, and members of the consultant team should plan to attend some of these hearings, as appropriate. It is anticipated that the TRPA Governing Board will also hold at least one hearing, prior to June 30, 2026, at which the Governing Board will provide direction on project elements to bring forward for consideration. This may be combined with one of the informational sessions or may be a separate meeting.
e. Plan for Governing Board consideration hearings of the final recommendations.

2. **Equity and Climate Assessment of TRPA's Programs and Processes:** Complete an equity and climate assessment of Tahoe's transfer of development rights (TDR) and growth management systems, development standards, and related processes as they relate to the provision of housing, infill development, environmental protection, and equitable and resilient communities. This can include but is not limited to stakeholder interviews and technical studies, including economic studies. To-date existing stakeholder input has identified that additional study and assessment may be needed in the following areas: development rights, coverage transfer and mitigation fees, the mobility mitigation fee, and TRPA's permitting process. This list is not intended to preclude additional topics that may be identified through the assessment process and the consultant team will be expected to explore other topics. The consultant should:
    a. Take into consideration existing studies, such as those listed in the attachments. The consultant may identify the need for additional data and/or updates to these studies, which should be gathered and analyzed within the scope of this project.
    b. Provide a scope of impacts and benefits of different housing types, based on their location, size, usage, vehicle needs and other factors, including second home use, so that these findings can be integrated into the incentive structure that underlies TRPA's TDR system, growth management system, mitigation fees, and permitting practices, including integration into TRPA's transportation model.
    c. While the outreach component of the assessment may yield additional input, aspects of climate change to be considered include how TRPA's TDR, growth management and other processes affect greenhouse gas emissions, particularly from residential land uses and how they affect preparedness across Tahoe's communities for climate-related events, such as wildfire or extreme weather events.
    d. Include research, outreach, and preparation of a report to be reviewed, at a minimum by the Tahoe Living Working Group and the full TRPA Governing Board. The report

should highlight problem areas and solutions to pursue. The Board will provide comments and direction to inform later work.

3. **Equity and Climate Policy and Code Recommendations:** Working closely with TRPA staff, recommend policy, program, and code updates to better integrate equity, climate, and housing needs into TRPA's TDR, growth management system and related processes. The recommendations should be more detailed than the solutions that arise from the assessment, but not fully refined. This can include but is not limited to:
    a. Developing recommended updates to the TDR and growth management systems and other identified barriers to housing development and infill development in regional policy and code.
    b. Economic analysis of recommendations for financial feasibility.
    c. The recommendations shall be presented to the Tahoe Living Working Group, Advisory Planning Commission, and full TRPA Governing Board for endorsement before beginning the next item in this scope as articulated in the approved work plan. Depending on the level of detail of the recommendations, TRPA staff may require presentation to the RPIC as well.

4. **Draft Policy and Code Updates.** Building upon the prior task, develop specific programs and/or redlined changes to the regional plan, code, etc.
    a. Present draft policy and code updates to the Tahoe Living Working Group, the Advisory Planning Commission, and RPIC for recommendations, and the TRPA Governing Board for consideration.

5. **Environmental Clearance Process.** Development of a TRPA and CEQA streamlined environmental compliance process for multi-family development. This would include an environmental documentation and review process that allows applications for qualified multi-family development that supports infill development and housing supply, choice, and affordability to verify environmental compliance through a more streamlined process.
    a. Consideration and endorsement of these changes by the committees and board can be paired with scope items 3 and 4.

6. **Community Engagement and Capacity Building**: Work with TRPA staff to involve Lake Tahoe's diverse communities throughout this project so that the final outcomes are inclusive and address the identified needs of the population. Provide racial and social equity training for TRPA. Successful elements of this process should be incorporated into the Community Planning Toolkit (Task 6.c), which will serve as a template for future processes. This deliverable should include:
    a. **Training:** Through one or more training sessions, build community and regional agency capacity to meaningfully engage with Lake Tahoe communities, particularly disadvantaged and historically underserved communities on planning policy, programming, and implementation.
        i. Work with TRPA staff to design one or more trainings for TRPA, including participant list, logistics and content.
        ii. Enhance TRPA's understanding of the importance of cultural competency, environmental justice, community engagement, and how to more

comprehensively address climate, housing, and economic development through an equity lens. This will provide the training and know-how to TRPA and, to the extent feasible, partner agencies to meaningfully address equity questions in grant applications, reports, and other state planning documents, including local jurisdictions' General Plan Housing Elements. To the extent feasible and reasonable, consider inclusion of outside agency staff in these training sessions, or provide tools for other entities through the Community Planning Toolkit task (below).

iii. Train a cadre of community members to participate in regional planning to ensure the vision for the Tahoe region is developed for everyone. This can include incorporating training opportunities for the community and agencies, in addition or related to point i, above, including members of disadvantaged and historically underserved communities. As with the training described above, this training should support stronger relationships between the community and regional agencies and empower regional agencies and local communities to build and advance their knowledge.

b. **Support community engagement:** Design and help implement the effort to conduct meaningful community engagement throughout the entirety of this project, including the equity and climate assessment; recommended policy, program and code updates; environmental review; and consideration and approvals. Successful strategies from this effort should be incorporated into Task 6c,[5] Community Planning Toolkit (see the "TRPA Resources provided" section for additional information on how TRPA will collaborate and assist the selected consultant). Engagement is expected to include, but is not limited to:

   i. Design and help implement a community engagement plan for the project as a whole drawing from recommendations in the Transportation Equity Study, as well as recommendations from other recent processes as appropriate such as those conducted by the California Tahoe Conservancy and Tahoe Prosperity Center. TRPA staff will participate to build long-term connections with the community. The earlier scope items as articulated above can utilize existing public engagement strategies from the Transportation Equity Study or other established TRPA strategies, while later steps may use more enhanced strategies developed by the consultant.

   ii. Review and build upon TRPA's existing stakeholder groups and partnerships. TRPA already engages with numerous groups and individuals around the region. TRPA will share how and with which stakeholder groups we currently engage, and the consultant will be expected to help TRPA expand upon this.

   iii. Provide meeting administration and support, including meeting facilitation, developing outreach and meeting materials, Spanish translation and meeting interpretation, and branding. Use engagement events as an opportunity to train TRPA and partner agency staff to help build community trust and agency capacity to conduct similar outreach efforts in the future.

[5] Amended October 9, 2023

iv. Recommend year-round opportunities for connections between elected and appointed officials and the community that will enhance public engagement beyond public comment periods at board and committee hearings.
v. Include identification of needed anti-displacement strategies in all engagements with communities.
vi. With TRPA, establish and support mutual partnerships with community-based organizations through meaningful incentives, such as direct grants, stipends or compensation for expertise. Funding to support this need throughout the project should be incorporated into the proposal. This can also include funding for food and childcare at meetings with the public.
vii. Bring community engagement plans to the Advisory Planning Committee and Governing Board for endorsement.

c. **Community Planning Toolkit**: The Community Planning Toolkit deliverable is multi-faceted and flexible and should draw from work in 6a and 6b,[6] above. The toolkit should include best practices and recommendations for operationalizing meaningful, integrated community engagement into the future work of the TRPA and partner entities. Examples could include, but are not limited to recommendations for on-going, two-way engagement, particularly with disadvantaged and historically underserved communities; Tahoe-specific metrics for understanding disadvantaged communities; and creation of multi-lingual handbooks or web-based tools for making elements of TRPA's code or promotional materials more user-friendly for different community groups. TRPA should be able to utilize the toolkit to develop project-specific community engagement plans as needed in the future.
    i. Provide tools, templates, and frameworks for community engagement, tools that help communities use TRPA services, and other tools.
    ii. The toolkit should be developed to fit the local and neighborhood context of the region, be based on community engagement within the neighborhoods and communities, identify how they would be more likely to engage, and reflect the services needed. The toolkit should build on the foundation of the Transportation Equity Study and will need to include close coordination with TRPA staff who were involved in the Transportation Equity Study.

7. Environmental Analysis: Complete a TRPA environmental analysis consistent with Article VII of the Bi-State Compact, including alignment with California Environmental Quality Act (CEQA) for the proposed plan policy, code, and program changes. Although TRPA is not a CEQA lead agency, consistency with CEQA Guidelines, Appendix G, should be included in the environmental analysis so that California jurisdictions in the Tahoe region may draw from this language in preparing subsequent environmental documents when updating Area Plans to incorporate new TRPA requirements or incentives.

a. The environmental analysis should assume environmental review of at least three alternatives, including the status quo alternative.

[6] Amended October 9, 2023

b. The analysis should be closely coordinated with the 2025 Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS) environmental analysis, which is solicited through RFP #240008 which is anticipated to be posted in October 2023.[7] Consider areas of overlap that may lead to cost savings for both contracts.

c. Land use scenario development, forecasting and transportation modeling will be completed by TRPA.

Please note that the attached grant proposal in Attachments B and C contains significant additional background information and detailed concepts that may be incorporated into the scope. Interested consultants should review the grant application in its entirety.

[7] Information about RFP #240008 is anticipated to be posted on the TRPA webpage before this RFP closes. Please submit your firm's contact information to TRPA if you would like to be informed directly of any updates related to this RFP.

Timing

The timeframe for this project is January 2, 2024 to December 31, 2026.

The project should have a package ready to present at a Governing Board hearing to be scheduled prior to June 30, 2026 at which the Governing Board is asked to provide direction on project elements to bring forward for consideration. Final recommendations for approval by other TRPA Governing Committees and final consideration may occur after that date but must be completed no later than December 31, 2026.

All REAP grant funds must be expended by June 30, 2026. Invoices for final work may be required to be submitted significantly earlier (e.g., January 2026). An additional amount, not to exceed $20,000, may be budgeted for after June 30, 2026, to see the project through to completion, but only if needed for a quality product.

Budget

Consultants may refer to the grant award and application for an understanding of the scale of the project. TRPA will retain between 30 – 50 percent of the total grant award for staff costs and other grant-related expenses. The consultant may bid this contract as a fixed-price contract, time and materials including a not-to-exceed amount, or a combination of both. TRPA may set up the final contract with "milestone payments" based on successful completion of deliverables throughout the course of the project. The cost estimate must include:

- Not-to-exceed amount for each of Tasks 1-7 above. TRPA will authorize later items in the scope after satisfactory completion of earlier items. Later scope items may be adjusted depending on outcomes that emerge from earlier items.
- A table of hourly rates that will apply for the duration of the project timeframe, and which may be used for adjustment of the scope or addition of tasks throughout the project.
- All expenses must agree with funder guidelines, available athttps://www.hcd.ca.gov/sites/default/files/docs/grants-and-funding/reap/reap-2-0-hit-final-nofa-guidelines.pdf, and funding agreement terms. Funding agreement terms will be made available at a later date.

Resources Provided by TRPA to the Project

TRPA has significant staffing and other resources to commit to this project, some of which will be paid for through general funds and some of which will be paid for through the HIT grant funds. TRPA planners have extensive knowledge of TRPA's transfer of development rights system, growth management system, mitigation fees, GIS analysis, existing community engagement processes, past work and other aspects of the TRPA's code and how it interacts with state and local regulations. HIT grant funds not dedicated to the consultant contract will be reserved for TRPA staff, other contracts, and the provision of possible software or data purchases by TRPA that may be recommended through this process. TRPA may have other resources to offer that are not listed here.

Planners:
Staff support from TRPA Senior and Principal Planners will be made available. Collectively the potentially available staff have expertise related to this project including leading Phases 1 and 2 of the Tahoe Living Strategic Priority, working on regional and local plan policies, working on climate-related and general code amendments, processing permits for housing-related projects, working with local governments on area planning, the Transportation Equity Study, transportation and transit planning, and environmental analyses. TRPA staff anticipates contributing in these areas:

i. Helping develop and implement the community engagement process
ii. Facilitating meetings, including Tahoe Living Working Group meetings and meetings with community groups
iii. Oversight of Sierra Nevada Americorps Program (SNAP) member (see below)
iv. Conducting and helping craft a stakeholder interview process
v. Synthesis of background materials and existing work completed to-date
vi. Code writing
vii. Development of toolkits, particularly those related to interpretation or use of TRPA policies and codes
viii. Dissemination of results

GIS, Research and Analysis:
TRPA has the capacity to provide in-depth analysis and mapping through the agency GIS Program. In addition, TRPA has reserved grant funding to pay for development of spatial or other tools which could be used to help communities visualize and engage on proposed policy changes. Proposals may, but are not required to, advise on the use of such tools and their efficacy for community engagement over the long-term. If an applicant would like to rely on the development of a Tahoe-specific suite of these tools in their proposal they should describe how such tools would be used, and TRPA will consider dedicating reserved grant funds for this purpose.

Communications:
In addition to the agency Communications Department staff who will be available on a very limited basis, TRPA will provide a Community Engagement Assistant in Years 1 and 2 of this project through the Sierra Nevada Americorps Program (SNAP) to assist with setting up and supporting meetings, running a TRPA booth at events, reviewing outreach materials, producing eNews, and general outreach and engagement support. The Community Engagement Assistant is anticipated to have approximately 1,500 hours to devote to this project each year.

Other TRPA Resources:
Limited staff resources with other expertise (e.g., permit processing, paralegal, etc.) can be made available. If there are other TRPA resources that are needed, please identify them in the proposal.

Partners:
TRPA worked closely with local partners and the Tahoe Living Working Group on development of the grant application and deliverables. The California jurisdictions, including staff from the City of South Lake Tahoe, El Dorado County, and Placer County were heavily involved in the application development and will remain involved as advisors throughout the process. They may be called upon to advise on existing materials and processes such as General Plan, Housing Elements (and other relevant Elements), Area Plans, and existing and planned community engagement processes, as well as stakeholders with insight into the equity and climate gaps of TRPA's TDR and growth management system.

3. RFP Schedule & Submission Process

Public Records:

The documents submitted in response to this RFP should be considered public information and subject to disclosure. Restrictions on any information submitted, with the exception of the detailed breakdown of hourly rates, may render a bid non-responsive.[8]

TRPA assumes no contractual obligation to enforce any exemption on behalf of a respondent to the RFP.

RFP Coordinator:

Upon release of this RFP, all communications concerning this proposal request should be directed to the RFP Coordinator listed below. All written questions and requests for clarification must be received by the deadline on the RFP schedule listed below. Email shall have the subject stating: **"RFP INQUIRY – RFP #240005 Restoring Housing Justice**." Responses will be posted to the website trpa.gov/contact/request-for-proposals/ in accordance with the RFP schedule listed below. The respondent should rely only on written statements issued by the RFP Coordinator.

Karen Fink
Tahoe Regional Planning Agency
PO Box 5310
128 Market Street, Suite 3A
Stateline, NV 89449
775-589-5258
kfink@trpa.gov

[8] Amended October 12, 2023

Request for Proposal Schedule:

TRPA anticipates the following schedule, which is subject to change:

Date of Announcement:	September 26, 2023
Submittal of Firm name to be included on public list, if interested (see Terms and Conditions)	September 26 – October 12, 2023
Submittal of contact information to receive updates on the RFP and future RFPs	September 26, ongoing
Bidding Firms' Questions Due:	October 5, 2023, 11:59 PM PST
Questions and Answers posted to www.trpa.gov	October 12, 2023
Deadline for Proposal Submissions:	October 31, 2023, 11:59 PM PST Sealed
Proposals Opened:	November 1, 2023
Notification of Consultants for Interviews:	November 13, 2023[9]
Consultant Interviews (Hybrid Virtual/In-Person):	November 27-December 1
Anticipated Award of Contract:	December 15, 2023
Commencement of Work:	January 2, 2024

Late proposal submissions will not be considered and will be returned unopened to the sender.

Proposal Submission:

Electronic submission of proposals via email, file transfer, or other method is preferred. RFP and cost proposals must be submitted separately, and the cost proposal will only be opened for proposals that meet format requirements. Send electronic submittals to bids@trpa.gov with the subject line "**DO NOT OPEN – RFP #240005 Restoring Housing Justice RFP Response [lead firm or organization name]**" and "**DO NOT OPEN – RFP #240005 Restoring Housing Justice RFP Cost Proposal [lead firm or organization name]**".

Mailed submissions will not be accepted.

All opened proposals and accompanying documentation become the property of TRPA and will not be returned. Any late proposals will be returned unopened.

Terms and Conditions:

- TRPA reserves the right to amend the RFP schedule or issue amendments to the RFP at any time. TRPA also reserves the right to cancel or reissue the RFP, to reject any or all proposals, to waive any irregularities or informalities in the selection process, and to accept or reject any item or combination of items. TRPA reserves the right to request clarification of information from any bidder or to request supplemental material deemed necessary to assist in the evaluation of the proposal. TRPA reserves the right to accept any agreement deemed by the agency to be in its

[9] Amended October 12

best interest. This RFP does not obligate the TRPA to accept or contract for any expressed or implied services.

- In the event that the bidder to whom any services are awarded does not execute a contract within thirty (30) calendar days after TRPA approval, TRPA may give notice to such bidder of intent to award the contract to the next most qualified bidder or to call for new proposals and may proceed to act accordingly.

- TRPA will not reimburse any bidder for any of the costs involved in the preparation and submission of responses to this RFP or in the preparation for and attendance at subsequent interviews.

- Selected consultant(s) will be expected to sign the TRPA Standard Two-Party Contract agreement listed on trpa.gov/contact/request-for-proposals/. Any desired edits to this agreement should be included in the Contractor's proposal. Desired edits may not be accepted by TRPA.

- The Consultant or its employees may be subject to the provisions of Article III (a)(5) of the Tahoe Regional Planning Compact (P.L. 96-551, 94 Stat. 3233, Cal. Gov't Code Section 66801, N.R.S. 277.200), which requires disclosure of any defined economic interest and prohibits such persons from attempting to influence Agency decisions affecting certain economic interests.

- Bidder shall thoroughly examine and be familiar with these terms and conditions of the TRPA Consultant Services Agreement. The failure or omission of any bidder to receive or examine this document shall in no way relieve any bidder of obligations with respect to this proposal or the subsequent contract.

- Bidder must certify to the best of its knowledge and belief that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency. TRPA will verify bidders' status by checking the SAM system.

- All subcontractors, if any, used by the selected consultant will require prior written consent of TRPA and will be subject to all provisions stipulated in the TRPA Consultant Services Agreement. Bidding firms should view the TRPA website at https://www.trpa.gov/contact/request-for-proposals/ for consulting firms who have indicated interest in bidding on this proposal and have requested that their firm name be made available to other interested firms. Inclusion on this list of interested firms should not be construed as endorsement by TRPA or any indication of qualifications, nor does the existence of the list indicate exclusion for any firm not listed.

- This contract will be funded by federal and state grant awards and is subject to federal and state grant award requirements including, but not limited to, cost principles and administrative regulations including but not limited to travel and per diem rates, mileage rates, and allowable cost requirements.

4. Minimum Required Proposal Contents

Minimum Required Proposal Contents:

All proposal responses should address the matters below.

Main Proposal

1. Definition of the Project: Indicate your understanding of the Project objectives.

2. Project Approach and Scope of Work: Describe how the Project will be managed, implemented, and evaluated to accomplish the objectives and requirements outlined in this request. Where the consultant will rely on TRPA for input, such as for a summary of existing stakeholder outreach to-date, the scope of work should clearly delineate the product expected from TRPA and related products that will be delivered by the consultant. In addition to what would typically be included in the Scope of Work, describe:

    a. Your public engagement strategy and measure(s) of success
    b. An overview of the basic content of capacity building training program
    c. How community engagement will build on existing work, such as the Transportation Equity Study and other processes
    d. How equity and climate gaps in TRPA's policies will be ascertained
    e. Timeline for completion of all tasks by the deadlines listed in the Scope of Work section, above.

3. Team Organization: Describe how the project team will be organized to facilitate effective management, implementation, and evaluation and how the organization will incorporate TRPA resources.

4. Team Experience: Describe the team's experience with:

    a. Community Engagement and Capacity Building:
        i. Evaluation of government policies with respect to their impact on housing choice, racial and social equity, environmental impacts, or other impacts.
        ii. Experience providing racial and social equity training to government employees, elected officials, and the public.
        iii. Experience engaging community groups, particularly disadvantaged and historically underserved communities, and creating plans for on-going community engagement and capacity building.
        iv. Experience managing multi-faceted policy updates that include engagement with a variety of committees, boards, community-based organizations, and the public at large.
        v. Understanding of the community dynamics in the Lake Tahoe region or how gaining that understanding that will be addressed
        vi. Experience engaging with multi-lingual communities and conducting workshops and public outreach in other languages, particularly Spanish.
    b. Policy, Program, and Code Development:

i. Experience developing regional, local, or state policies, codes and programs, including zoning, transfer of development rights, and growth management
ii. Understanding of California and Nevada State Law, particularly related to mitigation and impact assessment
iii. Understanding of the TRPA Compact, Regional Plan, and Area Plans

c. Environmental Analysis:
   i. Experience with TRPA and California Environmental Quality Act (CEQA) environmental review.
   ii. Experience drafting joint TRPA and CEQA environmental review documents.
   iii. Understanding of California and Nevada State Law, particularly related to mitigation and impact assessment
   iv. Experience with use of TRPA's transportation model or similar models to evaluate environmental impacts.

Please include team resumes for this item.

5. Related Projects: Describe at least[10] three similar projects the consultant has completed successfully (within budget and the allotted timeframe), how these relate to or are similar to this proposal, and whether any of those projects were based on work in the Tahoe region.

6. References: For each subconsultant and primary consultant, provide a minimum of three (3) client references of similar sized and/or governmental accounts which the bidder has served in a similar capacity over the past four years and/or is currently serving. Provide a contact person, telephone number, and email address for each reference customer.

Cost Proposal

1. Schedule and Cost: Provide a timeline and itemized cost based on the Scope of Work section Please provide a bid guarantee through April 30, 2024. The bid guarantee only specifies to what date the bid is valid. The cost and deliverables should apply to the duration of the project timeframe.

W-9 and Proof of Insurance

Submit a completed IRS form W-9. Proof of Insurance will be required if selected under this RFP for a contract award. TRPA contract insurance requirements are outlined in the TRPA Standard Two-Party Contract, available here https://www.trpa.gov/wp-content/uploads/documents/archive/TRPA-Standard-Two-Party-Contract.pdf.

5. Notification and Selection Process

Review of Proposals

[10] Amended October 9, 2023

After the deadline date the Agency shall review and evaluate all proposals for responsiveness to the RFP to determine whether the bidder possesses the professional qualifications necessary for the satisfactory performance of the services required, and the Agency may request clarifications of proposals directly from one or more bidders. In reviewing the proposals, the Agency will consider the following:

1. The experience and past performance of the bidder and its agents, employees, and sub-consultants in completing projects of a similar type, size, and complexity.

2. The Bidder's timely and accurate completion of similar projects within budget.

3. Bidder's understanding of the work to be completed based upon the clarity of the proposal and responsiveness to this RFP as reflected in the proposed scope of work.

4. The feasibility of the proposal to provide the deliverables as scheduled and within budget based upon the performance and cost schedules, and the methodology to be used by the bidder.

5. The Proposer's fluency in multiple languages, particularly Spanish.

6. Bidder's inclusion of at least one member of the community engagement team that is based in the Tahoe Region or surrounding communities (for ease of meeting facilitation and interaction with Tahoe communities).

7. Bidder's proposed changes to language for the TRPA Standard Two-Party Contract.

8. Bidder's inclusion of small, minority, disabled, and women owned business enterprises. Accordingly, the TRPA strongly encourages small, minority, disabled, and women owned businesses to reply to this RFP and submit Small Business Enterprise (SBE), Disadvantaged Business Enterprise (DBE), Women Business Enterprise (WBE), Disabled Veteran Business Enterprise (DVBE), or similar certifications as an attachment to this RFP.

9. The value of the services offered compared to the cost ("best value" method of proposal evaluation).

TRPA anticipates weighting the proposals using the following general framework (the final scoring rubric may be more detailed):

Proposal Component	Weighting
Community Engagement and Capacity Building Experience and Proposed Tasks, including inclusion of DBE firms (see 1-10 above)	40%
Knowledge of TRPA Compact, Regional Plan, Area Plans, and Code of Ordinances	20%
Environmental Analysis Experience and Proposed Tasks	20%
Policy, Program, and Code Development Experience and Proposed Tasks	20%

Award of Agreement

Upon completion of the review period, the Agency shall notify those bidders whose proposals will be considered for further evaluation and negotiation. All notified bidders may be required to make presentations and negotiate in good faith in accordance with direction from the Agency. Any delay caused by bidder's failure to respond to direction from the Agency may lead to a rejection of the proposal.

If the Agency determines, after further evaluation and negotiation, to award the Agreement, the TRPA Two-Party Contract Agreement shall be sent to the successful bidder for the bidder's signature. No proposal shall be binding upon the Agency until after the Agreement is signed by duly authorized representatives of both the bidder and the Agency.

Should the selected bidder and TRPA be unable to agree to the terms of a contract within thirty (30) calendar days after TRPA approval, TRPA will reserve the right to disqualify the consultant and select another qualified bidder. Should this process not result in the hiring of a consultant, the RFP may be reissued.

The Agency reserves the right to reject any or all proposals, and to waive any irregularity. The award of the Agreement, if made by the Agency, will be based upon a total review and analysis of each proposal and projected costs.

TRPA will contract with the bidder that will best accomplish the project objectives for the best value and in the best interests of the Agency.

Attachments

Grant-related materials:

A. Summary of Long-Term Outcomes Expected from the Project (below)
B. TRPA's "Restoring Housing Justice" grant proposal to the State of California – word version with complete answers showing
C. TRPA's "Restoring Housing Justice" grant proposal to the State of California – Excel version.
D. CA HCD REAP 2.0 HIT NOFA for information about funding agreement requirements: https://www.hcd.ca.gov/sites/default/files/docs/grants-and-funding/reap/reap-2-0-hit-final-nofa-guidelines.pdf

Community-Engagement and Equity Studies/Plans

E. TRPA's Transportation Equity Study: https://www.trpa.gov/wp-content/uploads/FINAL-Equity-Study-with-Appendix.pdf
F. TRPA's Public Participation Plan: https://www.trpa.gov/rtp/#participation (undergoing an update which will be completed by January 2024)
G. California Tahoe Conservancy's Equity-Focused Community Engagement (link to RFP: https://tahoe.ca.gov/rfp-equity-focused-community-engagement/)

H. Tahoe Prosperity Center's Community Economic Resilience Fund (CERF) Outreach Effort: https://tahoeprosperity.org/cerf/

Transportation

I. 2020 Regional Transportation Plan: https://www.trpa.gov/rtp/

Housing Needs Assessments

J. South Shore Housing Needs Assessment, 2019: https://tahoeprosperity.org/housing-tahoe/
K. Washoe Tahoe Local Employee Needs and Opportunities, 2021: https://tahoeprosperity.org/housing-tahoe/
L. North Tahoe Truckee Regional Housing Implementation Plan, including update to housing needs data, 2021: https://www.mountainhousingcouncil.org/wp-content/uploads/2021/10/201087_MHC-RHIP_2021Oct15_PublicReviewDraft.pdf

Tahoe Living Housing and Community Revitalization Working Group (TLWG) Staff Reports

Many of the outcomes and recommendations of the TLWG have been summarized and synthesized into the HIT grant application in Attachments B and C. However, there are additional materials available such as the results of a financial feasibility analysis, "Missing Middle" presentation, etc.

H. Tahoe Living Housing and Community Revitalization Working Group webpage: https://www.trpa.gov/tahoe-living-housing-and-community-revitalization-working-group-2

Sustainability/Climate-Related Plans[11]

I. TRPA's Climate Resilience webpage provides links to several key studies. Find the studies below at: https://www.trpa.gov/programs/climate-resilience/
    a. Sustainability Action Plan
    b. EV Readiness Plan
    c. Climate Vulnerability Assessment

[11] Added October 12, 2023

Attachment A – Summary of Long-Term Outcomes Expected from the Project

Beyond the deliverables outlined in the grant, this project is anticipated to contribute significantly to the following regional outcomes over the long-term:

- Change in built form that leads to:
  - Accelerating redevelopment away from auto-oriented development toward compact redevelopment in town centers and conservation outside town centers.
  - Achieve and potentially exceed Sustainable Community Strategy (SCS) goals, including reducing vehicle miles traveled (VMT) and increased housing supply, choice and affordability
  - Increase in housing density in town centers and within 1/2 mile radius of transit stops

- Increased community resiliency including, but not limited to:
  - Increased trust and two-way engagement between regional agencies and local communities
  - Increased reflection of community concerns in project and program outcomes
  - Reduction in percent of total household budget spent on transportation costs
  - Increase in number of new deed-restricted affordable, moderate, achievable and non-deed-restricted rental units provided since August 2020
  - Increase in the rate of new housing units by size and affordability provided each year
  - Greater leveraging of both private and public sources of funds

- Increase housing supply, choice and affordability
  - Increase in number of new deed-restricted affordable, moderate, achievable and non-deed-restricted rental units provided since August 2020
  - Increase in the rate of new housing units by size and affordability provided each year
  - Reduce average permitting time for multi-family housing and ADU projects
  - Reduce average permitting cost for multi-family development and ADUs, per square foot, compared to average permitting cost for single-family development
  - Direct as many of the approximately 4,000 remaining residential development rights into deed-restricted affordable, moderate, achievable,[1] and non deed-restricted "affordable by design" housing supply in multi-modal communities.

Please note that the grant proposal in Attachment B contains significant additional background information and detailed concepts. Interested consultants should review the grant application in its entirety.

[1] "Achievable" is a Tahoe-specific definition for deed-restricted housing designed for households who make more than the state-designated "affordable" or "moderate" income limits but are still challenged to find housing

B. Application Budget Overview

Health & Safety Code 50515.08(c)(1)(A) & Guidelines 301(A)(1-3)

In the space below, provide a high-level proposal description summary for the REAP 2.0 program proposal (500 word limit).

Restoring Housing Justice in a Tourist Destination: Integrating Housing, Equity and Conservation to Build Resiliency at Lake Tahoe

Restoring Housing Justice in a Tourist Destination: Integrating Housing, Equity and Conservation to Build Resiliency at Lake Tahoe

High in the Sierra Nevada, Lake Tahoe is one of the world's largest, deepest, and clearest mountain lakes. Renowned throughout the world, Lake Tahoe is federally protected as an Outstanding National Resource Water. The region, part of the ancestral lands of the Washoe Tribe, now attracts nearly 15 million visitors every year, especially from the growing Bay Area and Sacramento metropolitan areas. The economic effects of growing visitation, coupled with increased impacts from climate change, threaten Lake Tahoe's diverse community and valued environment.

To encourage conservation of the waters and area in and around Lake Tahoe, the United States Congress and the States of California and Nevada established the Tahoe Regional Planning Agency (TRPA) through the Bi-State Compact (Public Law 96-551) in 1980. As a bi-state regional environmental planning agency, TRPA has land use planning authority over the area within Lake Tahoe's watershed (the Tahoe basin). TRPA's jurisdiction (see graphic, below) straddles the California and Nevada border, and consists of portions of five counties, one incorporated city, and more than 40,000 private properties. TRPA also serves as the Tahoe Metropolitan Planning Organization (MPO) for the region and thus has a unique combination of regional land use and transportation planning authority. To protect, preserve and enhance Lake Tahoe for both the residents and visitors to the region, TRPA has adopted some of the strictest environmental protections in the United States.

This proposal builds off TRPA's more than 50 years of experience with two key regulatory systems: the Transfer of Development Rights (TDR) and growth management programs. These programs accomplished important environmental goals of restoring sensitive lands and slowing the loss of lake clarity, but there have also been unintended consequences, such as an increase in the development of large, vacation-oriented luxury homes to the near-exclusion and even demolition of low and moderate income housing types. Those who work in Lake Tahoe find it increasingly difficult to live in the basin.

Through the HIT grant, TRPA and our regional partners propose to:

- Transform Tahoe's TDR and growth management programs to address equity, climate change impacts, and housing choice and affordability;
- Develop an environmental clearance approval process for infill multi-family development that supports housing supply, choice, and affordability;
- Build community and regional agency capacity to meaningfully engage on planning and implementation policy and programming, increasing community resiliency and inclusivity;
- Disseminate results throughout the region and the state.

The proposal will draw from substantial existing work within the Tahoe basin and lessons learned from other regions. As a watershed with a complexity of jurisdictions and interests, the Tahoe region can serve as a model for other areas seeking to integrate conservation, housing, and equity to promote regional prosperity for all.

Note: This tab will autopopulate using your responses under the "Proposed Use" tabs. Do not type your responses directly into this tab.						
SEE ATTACHMENT						
-	-	-	**REAP Amount**	**Other Non-REAP Amounts**	**Total Amount**	
-	-	**Total budget for all Proposed Uses:**	**$ -**	**$ -**	**$ -**	
-	-	-	-	-	-	

C. Program Priorities

Guidelines 301(A)(1)

Use the space below to identify your program priorities. In your response, include the following:

i. How each priority was determined by outreach

ii. How priorities reflect and are consistent with:

a. REAP 2.0 Goals and Objectives

b. Inter- and Intra-regional coordination

c. Geographic Equity

d. Appropriate blends of planning and implementation activities

"Restoring Housing Justice" Proposal Priorities:

- Integrate equity and climate goals into key land use programs
- Provide a scalable model for addressing housing, equity, and conservation in sensitive environments with housing market pressure
- Build capacity for on-going, meaningful two-way engagement between communities and agencies, particularly disadvantaged and historically underserved communities
- Reduce vehicle miles traveled (VMT)
- Significant change in land use patterns

Priorities arose through outreach associated with four main efforts:

- The Tahoe Living Housing and Community Revitalization Strategic Initiative
- Local Jurisdiction Housing Element Updates
- REAP-specific outreach
- Initial outreach related to the Lake Tahoe Transportation Equity Study (final results due June 2023)

See below under [b] for more information on these outreach efforts.

Note: This proposal refers to both the "Tahoe basin" and the "Tahoe region." The "Tahoe basin" includes the watershed that drains into Lake Tahoe and is the area of TRPA's planning authority. The "Tahoe region" may refer more generally to people and communities both in the basin and nearby, such as areas within the commute-shed, such as Truckee, California, and the Carson Valley, in Nevada.

Priorities reflect and are consistent with:

a) REAP 2.0 Goals and Objectives. The priorities reflect and are consistent with REAP 2.0 Goals and Objectives by integrating equity and climate considerations into key land use policies, while building the region's capacity for community engagement and inclusion. This transparent, inclusive analysis and update of the main regulatory framework that affects the Lake Tahoe basin's land use pattern will help the region achieve and potentially exceed Sustainable Community Strategy (SCS) goals, ensuring that planning and implementation outcomes significantly contribute to VMT reduction, housing supply, choice and affordability, infill development, and Affirmatively Furthering Fair Housing (AFFH).

The priorities will increase the capacity of regional entities in addition to disadvantaged and historically underserved communities to implement more participatory planning and implementation processes, and to increase community resiliency.

b) Intra-regional coordination – The Tahoe Living Housing and Community Revitalization Strategic Initiative, the Transportation Equity Study, and the REAP-specific outreach all specifically included inter-regional input and coordination. The Tahoe Living Housing and Community Revitalization Strategic Initiative is supported by a 20-member working group (Working Group), appointed by the TRPA Governing Board. This Working Group is set up to have balanced regional representation, including representatives from the North and South Shores, California and Nevada, as well as representatives from local government, the TRPA Governing Board, public lands managers, affordable housing developers, a community land trust, social service providers, community-based organizations, local builders, employers, realtors, community collaboratives, and the environmental community. The Transportation Equity Study was based on engagement with representatives from around the region, including social service organizations, homeless services providers, fire and transportation districts, Barton Hospital, churches, and K-12 and community college school districts, as well as direct engagement in English and Spanish at community events and standing meetings, such as Spanish language parent-groups. The REAP-specific outreach included representatives from all three local jurisdictions on the California side of the Tahoe basin (City of South Lake Tahoe, Placer County, and El Dorado County), and community-based organizations based in both the North Shore and the South Shore, as well as the Washoe Tribe.

c) Geographic Equity – The main deliverables of the “Restoring Housing Justice” proposal are an Equity and Climate Assessment of TRPA’s TDR/growth management program, corresponding code updates, and the Community Planning 101 Capacity-Building Toolkits. TRPA’s codes are applied basin-wide, thus the deliverables will be applied across the geographic area. Likewise, the Community Planning 101 Toolkits will be designed for basin-wide applicability and applicability outside the region.

d) Appropriate blend of planning and implementation – The Tahoe basin’s greatest constraints in providing housing choice and affordability are still closely tied to land use policies that, while intended to provide environmental protections for the basin, over time have skewed development toward large, expensive auto-oriented homes. Updating planning requirements, building regional agency and community capacity for two-way engagement, addressing displacement risk and updating environmental clearance requirements for projects that advance the Sustainable Communities Strategy (SCS) will accelerate housing production and reduce barriers to meeting regional housing needs and reducing VMT. Thus, the consensus among the partners was that a planning- and capacity-building proposal is appropriate in order for local jurisdictions to better align with statewide planning priorities and enhance the Tahoe basin’s capacity to deliver housing and compete for climate, housing, and other funding types. Overall, this will be regionally transformative and develop a model that integrates TDR, climate resiliency and housing choice and affordability to advance a region for all.

D. Threshold Requirements - Proposed Use #1								
HSC 50515.08(c)(1)(E) , HSC 50515.08(G), & Guidelines 203								
Threshold Requirement A and B: The application must reference all of the following categories of allowable uses of the funds (check one or more):								
X	Providing direct benefits for and within Disadvantaged and Historically Underserved Communities							
X	Improving place based strategies to encourage community revitalization that positively impact Disadvantaged and Historical Underserved Communities							
Threshold Requirement C: The application shall reference one or more of the following categories of allowable uses of the funds (check one or more):								
X	Accelerating infill development that facilitates housing supply, choice, and affordability.							
X	Supporting residents through realizing multimodal communities.							
X	Reducing driving through shifting travel behavior.							
X	Increasing transit ridership							
Proposed Use Details, Timeline, and Budget								
Include high-level tasks, major sub-tasks (e.g. project milestones like construction groundbreaking, funds fully expended, etc.), REAP 2.0 budget amounts, beginning and end dates, and deliverables. For sub-tasks including Housing predevelopment costs, provide a schedule of actions including all steps necessary for project completion.								
Activity Type	**Activity No.**	**Activity Title**	**Deliverables**			**Notes**		
Proposed Use	**1**							
	< Add Subtask							
Activity Type	**Activity No.**	**Estimated Start Date**	**Estimated End Date**	**REAP 2.0 Amount**	**Other Non-REAP 2.0 Amounts**	**Total Amount**		

Proposed Use	**1**					**$ -**		
0						FALSE		
0						FALSE		
0						FALSE		
0						FALSE		
0						FALSE		
0						FALSE		
0						FALSE		
0						FALSE		
0						FALSE		

Question 1: Explain how the Proposed Use directly benefits and is located in Disadvantaged and Historically Underserved Communities. [Threshold Requirement A]

Tahoe remains unaffordable for too many of our residents. The "Restoring Housing Justice" proposal will analyze and update regional codes that affect disadvantaged and historically underserved communities throughout the entire Tahoe basin, to lay a more equitable foundation to develop communities of opportunity. Studies show that high opportunity neighborhoods, and/or regions, have better outcomes for children but tend to not build enough housing which contribute to worsening housing affordability in the region. The Tahoe basin as a whole experiences a high housing cost burden and high levels of displacement due to limited housing development and the second home market pressure while facing disproportionate impacts of California's climate crisis.

The Tahoe Prosperity Center's "Envision Tahoe" analysis reports that Tahoe median home prices tripled in nine years, from $345,000 in 2012 to $950,000 in 2021, while the number of total housing units has only increased by 1%. The availability of homes for local workers is on a downward trend, with approximately 3,200 homes becoming "vacant" (presumably shifting to vacation or seasonal use) between 2010 and 2017 alone. New development supplied less than 200 homes in a range affordable to low- or moderate-income households region-wide over the last decade.

Nearly all of South Lake Tahoe as well as part of the Kings Beach neighborhood in Placer County have been identified as "moderate resource" areas on the 2022 TCAC/HCD Opportunity Area Map. In portions of the City of South Lake Tahoe, there is concentrated poverty that corresponds with a larger percentage of non-White residents and renters. Adjacent neighborhoods have higher incomes showing the growing income gap in the region that has ripple effects on housing cost burden, overcrowding, and other fair housing issues.

The TDR/growth management program has been identified by the Tahoe Living Working Group as a priority to address as TRPA's analysis indicates that the system tends to disproportionately benefit those building and purchasing large, single-family homes oriented toward vacation uses, rather than benefiting low and moderate income households. This system has been repeatedly identified by members of the Working Group as a strong contributor to the lack of housing choice and affordability for disadvantaged and historically underserved communities. The impacts of this system appear to be similar to the well-studied impacts of single-family home zoning, which increases the level of entry to live and work through increased costs and limited housing options, exacerbates segregation, encourages car-centric places, and makes diverse housing types more difficult to build (Freemark:

2021). These impacts manifest in the Tahoe Basin as many from wealthier areas, notably the Bay Area, are able to buy homes in Tahoe as second homes that remain vacant for the majority of the year. In the South Shore region of Lake Tahoe, close to 50% of the housing stock is seasonal or for occasional use (Housing Element 2022). Residents working in the tourism industry are unable to compete for housing and often move to the Carson Valley in Nevada and commute the 50 miles daily to work low-wage jobs. Over half of the residents in South Lake Tahoe, for a family of four, earn less than $49,000 (Housing Element 2022).

The Proposed Use includes an equity and climate assessment of the TDR/growth management program enhanced by community engagement, regional, culturally competent capacity-building, development of an environmental clearance process for multi-family development that supports infill development and housing choice and affordability, and dissemination of lessons learned. Each of these components will apply to the entire Lake Tahoe basin while enhancing the regional entities' capacity to implement place-based initiatives to drive equal outcomes amongst the region's historically underserved and disadvantaged populations. The Proposed Use will demonstrate a regional, scalable model for a TDR/growth management program that integrates climate and housing needs, and drives equitable outcomes for all those who live, work, and play in the Tahoe region.

Question 2: Explain how the Proposed Use improves place-based strategies to positively impact Disadvantaged and Historically Underserved Communities and encourage community revitalization. Note: place-based strategies generally focus on investments in a strategic location to conserve and improve assets. Examples include but are not limited to: targeted investments in neighborhood revitalization, developing, preserving, or rehabilitating affordable housing, preventing displacement, and improving access to community amenities. **[Threshold Requirement B]**

Lake Tahoe's TDR/growth management program, which was designed to serve as an environmental protection tool, currently has few safeguards in place to prevent displacement and may unintentionally be encouraging displacement throughout the region. While TRPA and CEQA initial environmental study checklists both require project applicants to identify direct displacement impacts of new development, they do not address the structural aspects of displacement which may be built into the TDR/growth management program. Further, if not properly considered in the land use plan, displacement impacts can even occur with new transportation investments intended to benefit disadvantaged and historically underserved communities, such as bike trails. The equity and climate assessment and update of TRPA's TDR/growth management program will specifically analyze place-based strategies that enhance neighborhood choice and opportunity while providing tools to prevent displacement.

Elements of Lake Tahoe's TDR/growth management program place a disproportionate burden for environmental protection on multi-family development, increasing housing costs and impacting locals' ability to access housing choice and affordability. For example, there are no explicit assumptions built into TRPA's TDR/growth management program that recognize the different impacts of different types of housing on the community and the climate. In addition, each housing "development right" (which generally must be purchased as a prerequisite for building) or "unit" is treated equally, regardless of its size or use. One development right can be used for an 8,000 square foot home or one development right for one apartment unit. The equity and climate assessment will identify and develop recommendations to better address housing insecurity and displacement risk throughout the region, and depending on the recommended code and program changes, may also help to develop, preserve, and rehabilitate affordable housing throughout the region.

The Proposed Use also improves place-based strategies through the Community Planning 101 Toolkits, which will provide capacity building tools to improve mutual trust and transparency. These toolkits may include using visualization tools to help communities visualize and discuss plans for their neighborhoods and identify specific anti-displacement measures.

Question 3: Explain how the Proposed Use advances all Program goals and objectives, meets the definition of a Transformative Planning or Implementation Activity, and provides a significant beneficial impact. [Threshold Requirement C]

The "Restoring Housing Justice Proposal" meets the definition of a Transformative Planning Activity by updating environmental protection regulations so that they also incentivize equity, housing supply, choice, and affordability, and by using this process to build capacity for on-going, culturally competent engagement that builds mutual trust amongst regional agencies and communities. Through this Proposed Use, multiple objectives will be met. These include elevating the concerns and needs of disadvantaged and historically underserved communities, incentivizing infill development and multimodal communities while addressing displacement risk, reducing costs for more diverse housing types, and increasing incentives for housing supply, choice and affordability for all income levels close to transit, increasing transit ridership.

This proposal will have a particularly transformative effect on the region and local jurisdictions' capacity to implement and comply with their Housing Elements, as TRPA's land use planning authority is a regulatory overlay which does not always comport with state policy. Developing an analysis and recommendations for updating the TRPA code and policies will accelerate housing production, support local jurisdictions to apply for the state's Prohousing Designation, and support local jurisdictions ability to deliver on the RHNA.

The "Restoring Housing Justice" proposal will:

- Transform Tahoe's land use policies to address equity, climate change impacts, and housing choice and affordability;
- Develop an environmental clearance process for multi-family development that supports infill development and housing choice and affordability;

- Build community and regional agency capacity to meaningfully engage on planning and implementation policy and programming;
- Disseminate results throughout the region and the state.

The Proposed Use advances all of the program objectives by:

Accelerating Infill Development that Facilitates Housing Supply. The Proposed Use identifies and implements changes to fundamental elements of the Lake Tahoe development system so that infill development and a diversity of housing types and affordability levels is incentivized commensurate with its equity and climate benefits.

Affirmatively Furthering Fair Housing. Current TRPA regulations place a disproportionately high burden for mitigating environmental and community impacts of regional development onto smaller, multi-family development. For instance, costs for mitigating water quality impacts increase dramatically when a building's footprint is greater than 30 percent of a parcel, regardless of how many housing units are provided. Thus, multi-family buildings must pay a higher amount per square foot for water quality mitigation (which is accomplished through the transfer of coverage as part of the TDR program) than single-family homes. This is one of several aspects of the TDR/growth management program which increases the housing cost burden for many households, pushing them out of the region into longer commute patterns, or into overcrowded and poorly maintained housing. The actions in the Proposed Use, taken together, address disparities in housing needs and in access to opportunity by working directly with disadvantaged and underserved communities to identify anti-displacement strategies and by shifting the incentive structure of development regulations to reward development that meets equity and climate goals.
Reduce VMT. The Proposed Use will incorporate updated integrated climate goals, such as VMT per capita reduction and greenhouse gas emission reduction into the TDR/growth management program, better incentivizing infill development, development in low-VMT areas, and housing choice and affordability close to transit and active transportation infrastructure. As described below, the Proposed Use should reduce VMT per capita by 60 percent for much of the region's remaining development potential. The scoring section describes how the proposal has the potential to achieve between 20 – 70 percent of the basin's SCS VMT target through land use changes, a far greater amount than is attributed to land use in the current SCS.

Significant Beneficial Impact. The Proposed Use provides a Significant Beneficial Impact by shifting how approximately 4,000 remaining residential development rights will be used. These remaining development rights represent nearly ten percent of total development allowed in the region. Internal analysis has shown that without changes, existing regulations are likely to direct nearly 3,000 of these units to large, single-family homes. By definition, these types of homes do not support VMT reduction or increased transit use as they are low-density and require a spread-out, auto-dependent land-use pattern. The Proposed Use strives to direct as many as possible of these remaining 4,000 development rights into deed-restricted affordable, moderate, achievable, and non deed-restricted "affordable by design" housing supply in multi-modal communities ("achievable" is a Tahoe-specific definition for deed-restricted housing designed for households who make more than the state-designated "affordable" or "moderate" income limits but are still challenged to find housing).

Question 4: Significant beneficial impacts must lead to substantial changes in land use patterns and travel behaviors. Explain how the Proposed Use effects: rates of change (e.g., percent increase over a baseline), the magnitude of impact relative to reasonable variables or applicable targets, the effects on meeting or achieving a proportion of need or needs, or the differences in effects or outcomes relative to past trends, policies, and practices. [Threshold Requirement C]

The "Restoring Housing Justice" proposal aims to achieve well over 100 percent of the Regional Housing Needs Assessment and reduce VMT per capita by 60 percent for most new housing development.

Housing need. The Proposed Use will achieve 100 percent of the RHNA for the region, and potentially up to 300 percent of the RHNA. The RHNA shows a need for an additional 1,083 units on the California side of the basin by 2026. Locally-based studies have identified a much greater shortage – approximately 3,500 affordable, moderate, and above-moderate homes on the California side by 2026. Under the current system, only about 1,200 of the remaining 4,000 residential units of future development potential are targeted toward disadvantaged and underserved communities, and their development is much slower than is needed. By fully accounting for equity and climate benefits, the "Restoring Housing Justice" proposal aims to direct significantly more of these 4,000 remaining units to housing types that address regional housing shortages, addressing 100 percent of the larger housing need over time, and potentially over 300 percent of the RHNA.

VMT per capita. The Proposed Use could achieve over 20 percent of the change needed to achieve the region's 2040 VMT per capita target. The Proposed Use seeks to dramatically shift incentives toward infill development and providing housing supply, choice and affordability in multimodal communities. TRPA's VMT per capita data shows that households in the most walkable areas can generate up to 60 percent less VMT per capita than those outside of these areas ("Zone Average Residential VMT," as shown on TRPA's Project Impact Analysis Tool, available at: https://trpa.shinyapps.io/PIA_Tool/). The HIT proposal will accelerate the development of approximately 1,200 deed-restricted units in infill areas and shift development incentives to impact approximately 4,000 remaining residential development rights, better incentivizing them to be located in low-VMT infill areas within walking distance to transit. Accelerating just the 1,200 deed-restricted units in infill areas would result in a 1.5 percent reduction in VMT per capita from these units alone. This equates to over 20 percent of the change needed to achieve the region's 2045 VMT per capita target. Incentivizing all 4,000 of the remaining development rights into these areas could achieve 70 percent of the change needed.

Mitigation fees. The Proposed Use seeks to reduce water quality mitigation fees for affordable housing by at least 50 percent. Currently, the burden of some types of environmental mitigation, such as water quality mitigation as noted above is borne disproportionately among different household types. For instance, multi-family development in a town center as a rule pays over twice as much per square foot (and in some cases much higher) to mitigate water quality impacts as a single-family home must pay, because of requirements for buildings with larger footprints to transfer in coverage through the TDR program. This proposal seeks to correct this imbalance, and, if possible, analyze and consider direct subsidies or rebates for affordable housing projects that achieve SCS and Regional Plan goals.

Question 5 [Only fill out if applicable]: If Proposed Uses combine eligible uses with other non-REAP 2.0 efforts, including planning and implementation (e.g., other funding sources), applicants must demonstrate a reasonable relationship to these efforts, including timing and completion of the Proposed Use.
Not applicable for Proposed Use #1.

E. Scoring			
Application #	**Possible Points**	**Total Points Awarded**	**Recommend Award**
Guidelines 405(A)			
For each scoring area, describe how the proposal furthers the objective or additional consideration. Please address locational considerations, supporting attributes, and measurable policy outcomes.			
Scoring Areas Include: Facilitating higher impact transformative outcomes that demonstrate a new or creative model for achieving program objectives: (up to 180 points) ***1A.*** *Accelerating Infill Development that Facilitates Housing Supply, Choice and Affordability (60 points)* ***1B.*** *Affirmatively Furthering Fair Housing (60 points)* ***1C.*** *Reducing Vehicle Miles Traveled (60 points)* ***Additional Considerations: (up to 320 points)*** ***2A.*** *State Planning Priorities and Other Statewide Objective Alignment (50 points)* ***2B.*** *Scalability/Transferability (50 points)* ***2C.*** *Build Long-Term Capacity and Expertise (50 points)* ***2D.*** *Partnerships/Collaboration toward Implementation (40 points)* ***2E.*** *Readiness (35 points)* ***2F.*** *Timeliness (35 points)* ***2G.*** *Community Engagement (20 points)* ***2H.*** *Needs or Potential for Housing, Infrastructure, VMT Reduction (20 points)* ***2I.*** *Leveraging other funding (20 points)*			
1A. Accelerating infill development that facilitates Housing Supply, Choice and Affordability			
(up to 60 points)			
(1) Demonstrate how **locational considerations** accelerate infill development that facilitates Housing Supply, Choice, and Affordability. Locational Considerations could include, but are not limited to, accelerating infill housing development in established community areas, urbanized areas, or areas with transit, population and employment densities; creating a variety of housing types at different levels of affordability; reducing barriers to high density housing, including a mix and intensity of land uses; and more.			

Currently one type of housing is highly incentivized in the Tahoe region – large, luxury homes that cater to the vacation market, necessitate a spread-out, auto-oriented land use pattern, and are often built in areas prone to wildfire risk. Recent work by the Tahoe Living Working Group has shown that the set of transfer incentives offered through the region's TDR program does not adequately reflect the benefits to the community and the environment provided by higher density development in established community areas. Subtask 1.1, "Analyze and update TRPA's Transfer of Development Rights (TDR) and Growth Management Program" will provide a full scope of impacts and benefits of different housing types, based on their location, size, and other factors, so that these findings can be integrated into the incentive structure that underlies TRPA's TDR program, the growth management system, mitigation fees, and permitting practices. By better integrating the benefits of development in established urbanized areas or areas with transit, population and employment densities into the regulations, infill development will be accelerated. With Subtask 1.2, "Build Regional Capacity and Foster Meaningful Community Engagement," the Proposed Use will also identify needed anti-displacement strategies while building mutual trust for on-going, meaningful community engagement.
(2) Demonstrate how **supporting attributes** accelerate infill development that facilitates Housing Supply, Choice, and Affordability. Supporting attributes could include, but are not limited to: addressing job and housing fit, access to housing options and affordability, walkable communities, housing mobility strategies, affordable Housing for Low-income Households, reducing barriers to high density and housing accessibility.
A major feature of TRPA's TDR and growth management program is that all homes, regardless of their size, are assumed to have the same environmental and community impacts. Thus, a small home designed to be affordable to local residents is subject to the same mitigation fee structure and growth limits as a large single-family home designed for the vacation market. In fact, the greater overall bulk and mass of a deed-restricted affordable multi-family building located in a town center can trigger more stringent permitting requirements and higher mitigation fees than single-family units, even though the units inside may be better suited to achieving overall SCS and Regional Plan goals. This has led to a monotype of home-building, with 75 percent of homes built in the last ten years in the South Shore listed for prices well over the affordable price for a median-income household (South Shore Region Housing Needs and Opportunities Report, 2019). Larger, single-family homes are typically built in areas further from transit, or, when they are built near transit, include a large amount of parking, which leads to a low-density pattern that does not make good use of existing infrastructure and transit. The proposed use will better acknowledge the equity and climate benefits provided by a diversity of infill housing types and housing choice and affordability and will integrate these benefits into the TDR and growth management regulations, supporting increased housing supply, choice and affordability, mobility strategies and investments, walkable communities, and allowing the community to make better use of existing height and density incentives, and existing infrastructure in town centers and infill areas.
(3) Describe **measurable policy outcomes** for accelerating infill development that facilitates Housing Supply, Choice, and Affordability. Measurable policy outcomes could include, but are not limited to, increasing the number of Housing Units (total, type, affordable, and per acre), capital investments to support housing development, mix of housing unit types or sizes, increasing land use intensities, number of sites developable for future housing, number of new Housing units supported or provided by the proposed use, and more.

Measurable policy outcomes will include:

- Increase in housing density in town centers and within 1/2 mile radius of transit stops
- Percent of total household budget spent on transportation costs
- Number of new deed-restricted affordable, moderate, achievable and non-deed-restricted rental units provided since August 2020 (when the Tahoe Living Housing and Community Revitalization Initiative launched)
- Increase in the rate of new housing units by size and affordability provided each year

For simplicity, one overarching outcome and unit of measurement are provided in the section below.

Outcomes and Units of Measurement for Proposed Use(s)

Measurable Outcome	*Proposed use 1 will be measured by ___.*	Increase in gross housing density in town centers and within 1/2 mile radius of transit stops
	If needed, Proposed use 2 will be measured by ___.	
	If needed, Proposed use 3 will be measured by ___.	
	If needed, Proposed use 4 will be measured by ___.	

	If needed, Proposed use 5 will be measured by ___.	
Baseline	*Before proposed use 1, the status quo is ___.*	Gross densities in town centers: Stateline/Ski Run - 9.6 Kings Beach Commercial Core - 4.3 Tahoe Valley Area Plan (South Y) - 3.9 Tahoe City - 1.6; Within ½ mile of transit - 2.4
	If needed, before proposed use 2, the status quo is __.	
	If needed, before proposed use 3, the status quo is __.	
	If needed, before proposed use 4, the status quo is __.	
	If needed, before proposed use 5, the status quo is __.	

Suitability	*These outcomes are appropriate for the proposed uses because ___.*	They show: • Effectiveness of policies through rate of change; • Targeted benefit to disadvantaged and historically underserved communities

E. Scoring
Guidelines 405(A)
For each scoring area, describe how the proposal furthers the objective or additional consideration. Please address locational considerations, supporting attributes, and measurable policy outcomes.
Scoring Areas Include: Facilitating higher impact transformative outcomes that demonstrate a new or creative model for achieving program objectives: (up to 180 points) ***1A.*** *Accelerating Infill Development that Facilitates Housing Supply, Choice and Affordability (60 points)* ***1B.*** *Affirmatively Furthering Fair Housing (60 points)* ***1C.*** *Reducing Vehicle Miles Traveled (60 points)* ***Additional Considerations: (up to 320 points)*** ***2A.*** *State Planning Priorities and Other Statewide Objective Alignment (50 points)* ***2B.*** *Scalability/Transferability (50 points)* ***2C.*** *Build Long-Term Capacity and Expertise (50 points)* ***2D.*** *Partnerships/Collaboration toward Implementation (40 points)* ***2E.*** *Readiness (35 points)* ***2F.*** *Timeliness (35 points)* ***2G.*** *Community Engagement (20 points)* ***2H.*** *Needs or Potential for Housing, Infrastructure, VMT Reduction (20 points)* ***2I.*** *Leveraging other funding (20 points)*
1B. Affirmatively Furthering Fair Housing (AFFH)
(up to 60 points)
(1) Demonstrate how **locational considerations** affirmatively further fair housing (AFFH). Locational Considerations could include, but are not limited to: infill areas, housing development in higher resource communities or areas, investment in Disadvantaged and Historically Underserved Communities, etc.

By better integrating the equity and community benefits of infill housing, and housing developed in higher resource areas into the basin's TDR/growth management program, the "Restoring Housing Justice" proposal will restructure these programs to reduce displacement risk for disadvantaged and historically underserved communities, and lower the cost of housing, increasing housing supply, choice and affordability in infill areas and areas with access to opportunity. The equity and climate code updates include updates to mitigation requirements, which could lead to new or enhanced local funding sources that can be used to invest in housing programs for disadvantaged and historically underserved communities, and other local resident communities facing housing insecurity. These programs could include rent vouchers, mortgage assistance, local sources of pre-development or construction funds, or requirements for inclusionary housing in certain projects. Using the mapping and visualization tools included in the Community Planning 101 Toolkits, communities will be able to envision and directly engage on strategies to reduce displacement and affirmatively further fair housing, identifying other, locally-based concerns that must be addressed.
(2) Demonstrate **supporting attributes** to AFFH. Supporting Attributes could include, but are not limited to: increasing access to housing options and affordability, housing mobility strategies, reducing barriers to high density and housing accessibility for Disadvantaged and Historically Underserved Communities, investments that increase access to walkable communities, expanded transit services, multimodal infrastructure, enhanced pedestrian and bicycle safety measures, and protected pedestrian and bicycle amenities
The "Restoring Housing Justice" proposal will increase access to housing options and affordability and reduce barriers to high density and housing accessibility for disadvantaged and historically underserved communities. The proposal is oriented around removing barriers to housing choice and affordability and infill development at the regional level by updating codes to incorporate equity, climate, and other community goals, which will better represent the needs of disadvantaged and historically underserved communities. Task 1.2 includes Community Planning 101 Toolkits, which will provide tools, templates, and frameworks to both build capacity in our local communities as well as within regional agencies to build trust and mutual relationships. This would include incorporating training opportunities for members of disadvantaged communities, agency staff, and decision-makers to support mutual relationships between these groups and empower regional agencies and local communities to build and advance their knowledge. This could include developing participatory planning integrated with cultural competency and building knowledge and tools for historically underrepresented and disadvantaged communities to participate in regional planning and implementation processes and develop needed anti-displacement strategies at the local level. The Community Planning 101 Toolkits will also align with recommendations for community engagement that emerge from the TRPA's Transportation Equity Study, which will be complete in June 2023.
(3) Describe **measurable policy outcomes** for AFFH. Measurable Policy Outcomes could include, but are not limited to, increasing the number of new Affordable Housing units, number of existing Housing units continued to be made available and affordable, zoning, permit streamlining, fees, incentives, and other approaches to increase housing choices and affordability, new or enhanced public services and community assets such as parks, schools, active transportation, and other community amenities, Increased access to public services, housing-supportive infrastructure services in areas of concentrated poverty or similar areas

Measurable policy outcomes will include:

- Number of new deed-restricted affordable units provided since August 2020 (when the Tahoe Living Housing and Community Revitalization Initiative launched) (toward the RHNA)
- Average permitting time for multi-family housing and ADU projects
- Average permitting cost for multi-family development and ADUs, per square foot, compared to average permitting cost for single-family development
- Number of training hours provided to regional staff and community members to increase their capacity

For simplicity, one overarching outcome and unit of measurement is provided in the section below.

Outcomes and Units of Measurement for Proposed Use(s)

Measurable Outcome	*Proposed use 1 will be measured by ___.*	Increase in the number of new deed-restricted affordable units since August 2020 (toward the RHNA)
	If needed, Proposed use 2 will be measured by ___.	
	If needed, Proposed use 3 will be measured by ___.	
	If needed, Proposed use 4 will be measured by ___.	

	If needed, Proposed use 5 will be measured by ___.	
Baseline	*Before proposed use 1, the status quo is ___.*	Constructed/Operational since August 2020: 84 deed-restricted "affordable"
	If needed, before proposed use 2, the status quo is __.	
	If needed, before proposed use 3, the status quo is __.	
	If needed, before proposed use 4, the status quo is __.	
	If needed, before proposed use 5, the status quo is __.	

Suitability	*These outcomes are appropriate for the proposed use because ___.*	They measure the number of new units that affirmatively further fair housing for low-income communities, they measure whether permitting times and costs have been improved for housing that is affordable to local residents, including those from disadvantaged and historically underserved communities, and they measure increasing capacity of reginal agency and community members, including disadvantaged and historically underserved communities to participate in the planning process and engage on matters affecting their daily lives

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E. Scoring
Guidelines 405(A)
For each scoring area, describe how the proposal furthers the objective or additional consideration. Please address locational considerations, supporting attributes, and measurable policy outcomes.
Scoring Areas Include: Facilitating higher impact transformative outcomes that demonstrate a new or creative model for achieving program objectives: (up to 180 points) ***1A.*** *Accelerating Infill Development that Facilitates Housing Supply, Choice and Affordability (60 points)* ***1B.*** *Affirmatively Furthering Fair Housing (60 points)* ***1C.*** *Reducing Vehicle Miles Traveled (60 points)* ***Additional Considerations: (up to 320 points)*** ***2A.*** *State Planning Priorities and Other Statewide Objective Alignment (50 points)* ***2B.*** *Scalability/Transferability (50 points)* ***2C.*** *Build Long-Term Capacity and Expertise (50 points)* ***2D.*** *Partnerships/Collaboration toward Implementation (40 points)* ***2E.*** *Readiness (35 points)* ***2F.*** *Timeliness (35 points)* ***2G.*** *Community Engagement (20 points)* ***2H.*** *Needs or Potential for Housing, Infrastructure, VMT Reduction (20 points)* ***2I.*** *Leveraging other funding (20 points)*
1C. Reducing Vehicle Miles Traveled
(up to 60 points)
(1) Describe the **locational considerations** of reducing VMT. Locational Considerations could include, but are not limited to, infill areas, areas with transit-supportive densities, population and employment densities, land use mix, street network connectivity, linkages and pathways with active transportation infrastructure, accessibility between destinations, or contiguousness of land uses and transportation networks, identified high growth areas, proximity to multimodal mobility options.

The "Restoring Housing Justice" proposal seeks to better align TDR incentives and the assumptions underlying the growth management program with housing types and locations that reduce VMT. Outcomes of the TDR/Growth Management Equity and Climate Assessment in Subtask 1.1 should include reducing barriers and costs for housing in infill areas, where there is existing transportation and other infrastructure and proximity to multimodal mobility options. For example, the environmental clearance process for multi-family development that supports infill development and housing choice and affordability in this subtask will speed approvals and reduce costs for projects with appropriate infill densities and in close proximity to transit and multimodal mobility options, encouraging these types of projects and reducing VMT.
(2) Demonstrate how **supporting attributes** reduce VMT. Supporting Attributes could include, but are not limited to: creating walkable communities, expanding transit services, enhancing pedestrian and bicycle safety measures, increasing multimodal infrastructure connections, increasing density
Supporting attributes include the Community Planning 101 Toolkits. The Toolkits are designed to increase trust and two-way engagement between regional agencies and local communities. Many issues like evacuation capacity, parking needs, and concerns about increased traffic levels serve as major impediments to infill projects with higher densities that could substantially reduce VMT, or to code updates that would allow and encourage this type of development. These concerns are voiced both by the communities that face housing insecurity and by other community members who own homes or are in stable housing situations. By increasing the capacity of agency staff and community members to communicate and understand one another, and by building trust through trainings, engagement opportunities, mapping and visualization tools, increased reflection of community concerns in project and program outcomes, effective land use policies can be put into place that allow the increased densities and transit-supportive land uses that will reduce VMT.
(3) Describe **measurable policy outcomes** for VMT reduction. Measurable Policy Outcomes could include, but are not limited to: estimating VMT reduced per capita, number of distinct land uses within the site, number of distinct land uses around the site, number of surrounding connections, mix of housing unit types or sizes, new or enhanced transit services, increasing transit frequencies or ridership, new pedestrian or bicycle pathways, limited off-street parking

Measurable policy outcomes for VMT reduction include:

- VMT reduced per capita
- VMT reduced per capita per year
- Housing density in town centers and within 1/2 mile of transit stops on the California side
- Number of training hours provided to regional staff and community members to increase their capacity

  - For simplicity, one overarching outcome and unit of measurement is provided in the section below.

Outcomes and Units of Measurement for Proposed Use(s)

Measurable Outcome	*Proposed use 1 will be measured by ___.*	VMT reduced per capita VMT reduced per capita per year
	If needed, Proposed use 2 will be measured by ___.	
	If needed, Proposed use 3 will be measured by ___.	
	If needed, Proposed use 4 will be measured by ___.	

	If needed, Proposed use 5 will be measured by ___.	
Baseline	*Before proposed use 1, the status quo is ___.*	VMT per capita was 12.48 in 2020 VMT per capita reduction per year anticipated, in order to meet SCS target: 0.3 percent.
	If needed, before proposed use 2, the status quo is __.	
	If needed, before proposed use 3, the status quo is __.	
	If needed, before proposed use 4, the status quo is __.	
	If needed, before proposed use 5, the status quo is __.	

Suitability	*These outcomes are appropriate for the proposed use because ___.*	They directly measure change in VMT, or measure a key influence of VMT reduction, such as housing density in proximity to transit. They measure community engagement and opportunity for increased communication between regional agencies and community members

E. Scoring
Guidelines 405(A)
For each scoring area, describe how the proposal furthers the objective or additional consideration. Please address locational considerations, supporting attributes, and measurable policy outcomes.
Scoring Areas Include: Facilitating higher impact transformative outcomes that demonstrate a new or creative model for achieving program objectives: (up to 180 points) ***1A.*** *Accelerating Infill Development that Facilitates Housing Supply, Choice and Affordability (60 points)* ***1B.*** *Affirmatively Furthering Fair Housing (60 points)* ***1C.*** *Reducing Vehicle Miles Traveled (60 points)* ***Additional Considerations: (up to 320 points)*** ***2A.*** *State Planning Priorities and Other Statewide Objective Alignment (50 points)* ***2B.*** *Scalability/Transferability (50 points)* ***2C.*** *Build Long-Term Capacity and Expertise (50 points)* ***2D.*** *Partnerships/Collaboration toward Implementation (40 points)* ***2E.*** *Readiness (35 points)* ***2F.*** *Timeliness (35 points)* ***2G.*** *Community Engagement (20 points)* ***2H.*** *Needs or Potential for Housing, Infrastructure, VMT Reduction (20 points)* ***2I.*** *Leveraging other funding (20 points)*
2A. State Planning Priorities and Other Statewide Objective Alignment
(up to 50 points)
The State Planning Priorities focus on promoting infill development and equity, encouraging efficient development patterns, and protecting and enhancing the state's most valuable natural resources, including areas identified by the state as deserving special protection. The Lake Tahoe basin has been identified as a federally protected Outstanding National Resource Water. It provides one of the most renowned and celebrated natural landscapes in the world, first taken care of and known as the summer home of the Washoe Tribe, now visited and revered by many across the state, nation and the world. The region attracts nearly 15 million visitors every year, especially from the growing Bay Area and Sacramento metropolitan areas. The Bi-State Compact (Public Law 96-551) set in place principles for protecting the Lake and its communities. These principles formed the basis for policies and codes to incentivize transfer of development out of sensitive areas and into already-developed areas, and to limit growth and its associated impacts on the environment. While much of the initial push to preserve Lake Tahoe's fragile ecosystem and threatened wetlands was successful (the region is 96 percent of the way toward achieving its threshold goal for wetland restoration), recent changes in demographics, external forces, and the natural adaptation around

established rules has demonstrated a need for a re-examination and alignment with concerns related to equity and climate. Regulations intended to limit growth and promote conservation have pushed limited available housing development into vacation uses, pushing local workers either into overcrowded conditions, or out of the region entirely, increasing VMT. The proposal aims to update the region's TDR and growth management programs through an equity and climate lens. These goals will draw from recent studies, as well as the State Planning Priorities. For instance, based on the climate analysis planned, as part of this proposal the structure of the TDR and growth management system could be updated to take into consideration the climate impacts of different sizes of homes, or the impact of locating homes in more forested areas, where it is more challenging to protect them during a fire. Currently the TDR and growth management programs do not differentiate between the sizes of homes, how they are used (vacation-oriented versus permanent residents), or their location with respect to forest fuels.

The proposal will better align the TDR/growth management program with incentives that promote infill development, by recognizing the equity and climate benefits of locating development and housing on underutilized land that is presently served by transit, streets, water, and sewer.

The proposal will re-examine the efficacy of the TDR/growth management program in preserving environmental and natural resources such as wetlands, watersheds, wildlife habitats, and recreation lands and prepare updates that better support these resources.

The Proposed Use described throughout this application will also provide alignment with other California Statewide initiatives. The California Climate Adaptation Strategy, particularly Goal C, "Build resilience in climate vulnerable communities through state programs" has several action items that integrate climate, housing and equity that are aligned with the Proposed Use. In addition, California's 30x30 initiative is driving conservation efforts across the state. This initiative aligns with the TRPA's growth management program and with the Proposed Use, will be a transformative change to align with state equity, housing, and conservation goals for replication across the state. Generally, many statewide initiatives are about building local and regional capacity, climate resiliency and adaptation, integrating equity into planning and programs, and addressing the economy with a large focus on the housing crisis. The "Restoring Housing Justice" application includes Proposed Uses that will not only be transformative for the region but will provide tangible lessons that will be applicable across the state to develop a TDR program with an equity lens that advances conservation and housing solutions.

Finally, the proposal encourages efficient development patterns by preparing updates to the TDR/growth management program that will direct incentives toward projects in infill areas, or in areas that are adjacent to developed areas, served by adequate transportation and other essential utilities and services, and that minimize ongoing costs to taxpayers.

E. Scoring
Guidelines 405(A)
For each scoring area, describe how the proposal furthers the objective or additional consideration. Please address locational considerations, supporting attributes, and measurable policy outcomes.
Scoring Areas Include: Facilitating higher impact transformative outcomes that demonstrate a new or creative model for achieving program objectives: (up to 180 points) ***1A.*** *Accelerating Infill Development that Facilitates Housing Supply, Choice and Affordability (60 points)* ***1B.*** *Affirmatively Furthering Fair Housing (60 points)* ***1C.*** *Reducing Vehicle Miles Traveled (60 points)* ***Additional Considerations: (up to 320 points)*** ***2A.*** *State Planning Priorities and Other Statewide Objective Alignment (50 points)* ***2B.*** *Scalability/Transferability (50 points)* ***2C.*** *Build Long-Term Capacity and Expertise (50 points)* ***2D.*** *Partnerships/Collaboration toward Implementation (40 points)* ***2E.*** *Readiness (35 points)* ***2F.*** *Timeliness (35 points)* ***2G.*** *Community Engagement (20 points)* ***2H.*** *Needs or Potential for Housing, Infrastructure, VMT Reduction (20 points)* ***2I.*** *Leveraging other funding (20 points)*
2B. Scalability/Transferability
(up to 50 points)
(1) Please describe **how the project includes Proposed Uses that can be replicated** in other areas in the region or parts of the state.

California is trying to simultaneously advance both housing and conservation, which often can be in conflict with one another. Vacant lots are actively used for conservation and restoration efforts or seen as potential housing development sites. However, California Air Resources Board, among other agencies and programs, have seen the potential statewide implementation of a TDR program as a possible tool to reduce greenhouse gas emissions.

The Lake Tahoe region is one of the only places in the state of California that operates an active TDR program. As previously mentioned in this application, TRPA was developed to protect the unique environmental resources the Tahoe region provides and this is what the TDR/growth management program was based on. Like many areas, the Lake Tahoe region must simultaneously address the need to protect open space and its unique environmental resources while providing for affordable housing. While many jurisdictions rely on impact fees and urban boundaries to manage the environmental impacts of growth, the corollary in the Lake Tahoe region is a system of metered growth paired with incentives for transferring development out of sensitive and remote areas and into town centers. The regulations underlying how many units can be built and where were based on thresholds, goals and policies established in the 1980s.

In recent years, the region has received more feedback to advance its understanding of climate and housing impacts in the region, the pressures of the second home market, and the regional economic impacts. This HIT proposal will provide a model TDR and growth management program that can be replicated across the state, designed with an integrated equity and climate lens to develop a TDR program that is not only based on conservation but integrates equity to develop diverse housing types, a stronger economy and community for all. The Proposed Use will create a TDR model that is better aligned with statewide planning priorities in addition to other statewide initiatives.

(2) Please describe how the project will **include a component to distribute lessons learned or facilitate scaling** in other areas in the region or parts of the state.

Task 1.3 includes a component to distribute lessons learned across the region and other parts of the state. This includes sharing the various challenges and opportunities learned from the original TDR and growth management program to the updated TDR program which infuses equity and environmental justice tools to advance regional prosperity. The regional group will be happy to work with state agencies and working groups, in addition to other regional groups interested in TDR to think about nuances and solutions to integrating conservation and housing goals. The proposal includes plans to submit conference sessions and articles for publication in local, regional, and state media publications.

Task 1.2 includes Community Planning 101 Toolkits, which will provide tools, templates, and frameworks to both build capacity in our local communities as well as within regional agencies to build trust and mutual relationships. This would include incorporating training opportunities for members of disadvantaged communities, agency staff, and decision-makers to support mutual relationships between these groups and empower regional agencies and local communities to build and advance their knowledge. This could include developing participatory planning integrated with cultural competency and building knowledge and tools for historically underrepresented and disadvantaged communities to participate in regional planning and implementation processes. The Community Planning 101 Toolkits will also align with recommendations for community engagement that emerge from the TRPA's Transportation Equity Study, which will be complete in June 2023.

E. Scoring
Guidelines 405(A)
For each scoring area, describe how the proposal furthers the objective or additional consideration. Please address locational considerations, supporting attributes, and measurable policy outcomes.
Scoring Areas Include: Facilitating higher impact transformative outcomes that demonstrate a new or creative model for achieving program objectives: (up to 180 points) ***1A.*** *Accelerating Infill Development that Facilitates Housing Supply, Choice and Affordability (60 points)* ***1B.*** *Affirmatively Furthering Fair Housing (60 points)* ***1C.*** *Reducing Vehicle Miles Traveled (60 points)* ***Additional Considerations: (up to 320 points)*** ***2A.*** *State Planning Priorities and Other Statewide Objective Alignment (50 points)* ***2B.*** *Scalability/Transferability (50 points)* ***2C.*** *Build Long-Term Capacity and Expertise (50 points)* ***2D.*** *Partnerships/Collaboration toward Implementation (40 points)* ***2E.*** *Readiness (35 points)* ***2F.*** *Timeliness (35 points)* ***2G.*** *Community Engagement (20 points)* ***2H.*** *Needs or Potential for Housing, Infrastructure, VMT Reduction (20 points)* ***2I.*** *Leveraging other funding (20 points)*
2C. Build Long-Term Capacity and Expertise
(up to 50 points)
Please describe activities included in the project that will **build stability in knowledge and expertise to continue the work toward the objectives of the Proposed Uses**. These are including but not limited to facilitating local hiring and local training opportunities, as well as local decision making.

The state of California and the federal government have developed several executive orders that mandate state and federal agencies to address equity in their agencies, planning, programs, and implementation. However, many regions have been left behind without agency staff having the training and know-how to meaningfully address equity questions in grant applications, reports, and other statewide planning documents, including Housing Elements. Many state agencies have had staff that have participated in the Capitol Collaborative on Race and Equity (CCORE) which has no equivalent at the regional or local level. This type of training enhances staff's ability to understand the importance of cultural competency, community engagement, why the state is focused on disadvantaged communities, and how to more comprehensively address climate, housing, and economic development through an equity lens. The Proposed Use will not provide an extensive training such as CCORE but will provide a foundation to regional entities to understand the basis for equity and developing meaningful community engagement. In addition, this knowledge will also build a pipeline of community members through the Community Planning 101 toolkit to participate in regional planning to ensure the vision for the Tahoe region is developed for everyone.

Task 1.2 includes Community Planning 101 Toolkits, which will provide tools, templates, and frameworks to both build capacity within our local communities as well as within regional agencies to build trust and mutual relationships. The Toolkits could include incorporating training opportunities for members of disadvantaged communities, agency staff, and decision-makers to support mutual relationships between these groups and empower regional agencies to build and advance their knowledge to provide participatory planning through cultural competency and building knowledge and tools for historically under represented and disadvantaged communities to participate in regional planning and implementation processes. The Community Planning 101 Toolkits will also align with recommendations for community engagement that emerge from the TRPA's Transportation Equity Study, which will be complete in June 2023.
Examples of recommendations included in the draft Transportation Equity Study that could be included in the Community Planning 101 toolkits include reviewing procurement and contracting barriers that prevent locally owned small businesses and organizations from submitting proposals on key projects; requiring TRPA and its contractors to dedicate a minimum portion of engagement funding to implement tools and strategies to more meaningfully engage disadvantaged and historically underserved communities; establish and support mutual partnerships with community-based organizations through direct grants and other meaningful incentives, such as compensation for expertise.

E. Scoring
Guidelines 405(A)
For each scoring area, describe how the proposal furthers the objective or additional consideration. Please address locational considerations, supporting attributes, and measurable policy outcomes.
Scoring Areas Include: Facilitating higher impact transformative outcomes that demonstrate a new or creative model for achieving program objectives: (up to 180 points) ***1A.*** *Accelerating Infill Development that Facilitates Housing Supply, Choice and Affordability (60 points)* ***1B.*** *Affirmatively Furthering Fair Housing (60 points)* ***1C.*** *Reducing Vehicle Miles Traveled (60 points)* ***Additional Considerations: (up to 320 points)*** ***2A.*** *State Planning Priorities and Other Statewide Objective Alignment (50 points)* ***2B.*** *Scalability/Transferability (50 points)* ***2C.*** *Build Long-Term Capacity and Expertise (50 points)* ***2D.*** *Partnerships/Collaboration toward Implementation (40 points)* ***2E.*** *Readiness (35 points)* ***2F.*** *Timeliness (35 points)* ***2G.*** *Community Engagement (20 points)* ***2H.*** *Needs or Potential for Housing, Infrastructure, VMT Reduction (20 points)* ***2I.*** *Leveraging other funding (20 points)*
2D. Partnerships/Collaboration toward Implementation
(up to 40 points)
(1) Please describe whether the Proposed Uses for the project **builds upon existing collaboration or is a collaboration** between different neighborhoods, regions, Jurisdictions, governments, or academic institutions

The Proposed Uses for the project build upon the work of the Tahoe Living Housing and Community Revitalization Working Group, a 20-member stakeholder group which advises TRPA staff on policies and code updates related to accelerating housing supply, choice and affordability for all income groups to attain local, state, and regional housing goals.

The stakeholders on the Working Group that were appointed by the TRPA Governing Board represent the South and North Shores of Lake Tahoe, California and Nevada, each local jurisdiction within the Tahoe region, social service providers, community-based organizations, affordable housing developers, a local Community Land Trust, environmental organizations, public lands managers, employers, builders, realtors, and community collaboratives. The Working Group also includes four members of the TRPA Governing Board, including three locally elected officials.

The Working Group had already identified six sets of Priority Housing Actions and is in the midst of advancing and implementing those actions. In preparation for submittal of the MPO Allocation and the Higher Impact Transformative Allocation applications, the TRPA consulted with members of the Working Group and the Washoe Tribe. A key recommendation from this consultation was to strengthen equity and climate considerations, community engagement, and capacity-building as part of the later Priority Housing Actions, which include updates to the TDR/growth management programs. Thus, the Proposed Use directly builds upon the existing collaboration of the Tahoe Living Working Group, which in turn builds upon other partnerships across the region, such as the South Tahoe Housing Partnership (initiated by the Tahoe Prosperity Center), and the Mountain Housing Council Collaborative of the Tahoe-Truckee Community Foundation.

(2) If applicable, please explain **how partnerships and collaboration in the project will emphasize implementation and outcomes**, including involvement and support of final decision makers and approval bodies.

The “Restoring Housing Justice” proposal will engage final decision makers and approval bodies, existing partnerships, members of disadvantaged and historically underserved communities and other community members by:

- Continuing to work through the Tahoe Living Working Group to develop and implement the “Restoring Housing Justice” deliverables. The Tahoe Living Working Group, as noted above, includes decision-makers from the TRPA Governing Board, representatives of disadvantaged and historically underserved communities, and invites and encourages other public participation;
- Implementing and building on the draft Transportation Equity Study recommendation to support year-round opportunities for connections between elected and appointed officials and the community by designing such engagement opportunities and including them in the Community Engagement Plan and Community Planning 101 Toolkits;
- Holding a minimum of two TRPA Governing Board workshops to introduce and review the outcomes of the Equity and Climate Assessment of the TDR/growth management program (by December 2024);
- Bring recommended code updates to the TDR/growth management program to the TRPA Governing Board for consideration (by June 2026);

E. Scoring
Guidelines 405(A)
For each scoring area, describe how the proposal furthers the objective or additional consideration. Please address locational considerations, supporting attributes, and measurable policy outcomes.
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2E. Readiness
(up to 35 points)
Please describe how the project will remove barriers or complete activities that will **expedite and facilitate development or completion of Proposed Uses** toward Policy Outcomes.

The Tahoe Living Working Group has identified that the mis-alignment of the TDR/growth management program with equity and climate goals is one of the biggest barriers to achieving RHNA and SCS housing goals, and in fact is causing much of the region's remaining residential development potential to be used for vacation-oriented homes, often located in close proximity to fire-prone areas and in auto-oriented development patterns. In addition, the prices for the development rights and coverage are all set by appraisal on an annual basis and sold on the TDR Marketplace, by local land banks, or the City of South Lake Tahoe. The cost for development rights and coverage add up quickly and can significantly increase the cost of development. For example, a Residential Unit of Use, a development right that is required to develop a home can cost $15,000 but scarcity can increase the price to $30,000. This development right and coverage are still needed to build an ADU, locking low-income homeowners out of the ability to both build housing and have a secondary income. Providing environmental clearance for multifamily projects that support infill development and housing supply, choice and affordability goals will also reduce the time and money developers need for review. The Sugar Pine Village affordable housing project, 248 units on state owned excess land experienced this issue. Under California housing law, Sugar Pine Village was exempt under CEQA through SB 35 in the local jurisdiction. However, this project still needed to go through the Initial Environmental Checklist review at TRPA, including through the Governing Board for approval. The consultant cost to conduct this checklist was an additional $30,000. By updating the TRPA's TDR/growth management policies to address equity and climate goals, rather than outdated goals such as an overall VMT cap and roadway Level-of-Service (LOS), they will the proposal will expedite Policy Outcomes such as increased rate of diverse rental and ownership housing, a reduction in fees and costs for certain types of development, reduced VMT, and delivery of increased housing choice and affordability in the basin.

2F. Timeliness
(up to 35 points)
Please describe **how fast Policy Outcomes are anticipated to be achieved** with the potential project.

Based on the TRPA's most recent housing code amendments, which allowed accessory dwelling units (ADUs) on all residential parcels and increased residential densities for motel-to-housing conversions, the region can expect to see noticeable increases in project applications that take advantage of new codes within three months of code approvals, with new construction happening within the first year.

TRPA expects the following timeline for measurable policy outcomes related to the proposal:

- Increased training hours provided to regional staff and community members to increase their capacity – By January 2024

- Policy outcomes related to increase in awareness of equity and environmental impacts of current and proposed policies – By June 2026

- Policy outcomes related to decreased permitting time and cost for multi-family development – by December 2026

- Policy outcomes related to increasing the number and diversity of housing types in the region – by June 2028

- Policy outcomes related to measurable decreases in VMT - 2030

E. Scoring
Guidelines 405(A)
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2G. Community Engagement
(up to 20 points)
(1) Please describe **how the project proposal has been shaped** by community-identified needs and input.

As noted above, the project proposal builds from recommendations from the Tahoe Living Working Group, the membership of which is designed to represent diverse community interests, including representation of disadvantaged and historically underserved communities, and which also receives public input during deliberations.

The proposal also builds from the Transportation Equity Study, where housing availability and affordability were identified as a critical need. Further, some indicators developed in the Transportation Equity Study will be considered among the indicators that inform the equity and climate assessment of the TDR/growth management system. Further, best practices for community engagement are also incorporated into the Transportation Equity Study and will help inform the Community Engagement Plan and Community Planning 101 Toolkits for this project.

The proposal also builds off of the three local jurisdiction Housing Elements, which were shaped by community needs and input. The three Housing Element Updates in the Tahoe Region were recently adopted and provide the template for each jurisdiction to ensure that development, programs, and policies align with the projected population growth among diverse household incomes. The local Housing Elements also provide measures to reflect changes in local, State, and federal law. The proposal will only help the local jurisdictions in the Tahoe Region implement and comply with both their Housing Elements and state housing law to meet each of their respective housing goals and objectives. There are various public participation requirements for the Housing Element process, and the three local jurisdictions were required to document all of the community engagement through larger meetings and individual feedback, including addressing public comments in an appendix of the document for public record. For example, El Dorado County hosted two separate public workshops – one specific to the Tahoe Region and received and responded to numerous comments as well as public input.

During REAP-specific input, representatives of disadvantaged and historically underserved communities, while noting that actions to increase the number of available housing units were the most critical, also continually noted that next most critical need was funding to support programs that provide housing security and stabilization and food security. This proposal recognizes that to be able to meaningfully engage with the communities facing housing insecurity, meaningful solutions may be different than those generated from working professionals often driving this work regionally. This proposal hopes to strengthen regional solutions through meaningful connection between historically underrepresented populations and regional entities' ability to build trust and a new suite of tools.

(2) Please describe **how the project will continue to conduct community engagement** throughout the implementation of the project if awarded.

Community engagement is built into all subtasks of the proposal, from the Community Engagement Plan in Subtask 1.2 which incorporates a foundational opportunity to build regional and local capacity for planning and project implementation. Community engagement will be tested and utilized through the Equity and Climate Assessment of the TDR/Growth Management Program, with a particular focus on engaging disadvantaged and historically underserved communities. Funding will be included as part of the Community Engagement Plan for stipends or to implement other tools from the Community Engagement task, such as food and childcare, to support participation by community-based organizations and local communities.

The Community Engagement Plan and Community Planning 101 Toolkits will include best practices and recommendations for operationalizing meaningful, integrated community engagement into a foundational template for the future work of the TRPA and partner organizations and agencies.

E. Scoring
Guidelines 405(A)
For each scoring area, describe how the proposal furthers the objective or additional consideration. Please address locational considerations, supporting attributes, and measurable policy outcomes.
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2H. Needs or Potential for Housing, Infrastructure, VMT Reduction
(up to 20 points)
While applicants are encouraged to describe how the proposal addresses the need or potential for Housing, Infrastructure, VMT reduction, and Disaster Recovery and Mitigation below, a proposal does not need to address all four of these areas to receive the maximum amount of points (20 points).
(1) Please describe the degree of need or the potential for **housing projects** in the jurisdiction, and how this proposal addresses such needs or potential.
Posible optional metrics for measuring housing need include, but are not limited to: RHNA, rates of overcrowding, rates of cost burden, homelessness point-in-time (PIT) count, prevalence of substandard housing, or other relevant data sources specific to tribes or rural jurisdictions. Some of this data can be found at https://affh-data-resources-cahcd.hub.arcgis.com

The Regional Housing Needs Assessments (RHNA) requirements for each of the California jurisdictions (City of South Lake Tahoe, Tahoe portions of El Dorado and Placer County) shows a total housing need of 1,083 units by 2026. Regional housing studies, however, such as the South Shore Housing Needs Assessment and the Truckee-Tahoe Workforce Housing Needs Assessment show a much higher need, approximately 3,500 on the California side of the Tahoe basin. Under the current regulations and rate of development, only about 250 to 500 units are expected to be developed by 2026, a quarter to one-half of the total RHNA, and only about seven to fourteen percent of the higher housing need shown by the needs assessments. The “Restoring Housing Justice” proposal aims to increase the total units of residential development potential going into deed-restricted and non-deed restricted rental housing to 3,000 units over the next ten years, increasing the rate of development to 300 per year.
(2) Please describe the degree of need or the potential for **infrastructure projects** in the jurisdiction, and how this proposal addresses such needs or potential. N/A
Possible optional metrics for measuring infrastructure need include, but are not limited to, local sources of data regarding capacity and coverage for a variety of types of infrastructure needed for housing development.
(3) Please describe the degree of need or the potential for **VMT reduction projects** in the jurisdiction, and how this proposal addresses such needs or potential.
Possible optional metrics for measuring VMT reduction need include, but are not limited to: how the proposed use will improve accessibility to destinations and daily services (i.e. jobs, healthcare, education, grocery, etc.) by public transit, walking, reduced car trips or bicycling through improvements or expansion of transit services, active transportation infrastructure improvements, creation of new programs to reduce single-occupancy vehicle travel, etc. Relevant resources to support may include ridership data and service planning identified in short and long range transit plans, projects and data from active transportation plans, and other local planning efforts which support travel by transit, walking, or bicycling. Tribal/ Rural entities need only find a metric relevant to their specific circumstances. Additionally, resources from the California Air Resources Board (CARB) may be helpful: https://ww2.arb.ca.gov/our-work/programs/sustainable-communities-program/research-effects-transportation-and-land-use

To meet the region's Sustainable Communities Strategy VMT target, the region's VMT per capita must be reduced by 6.8 percent by 2040, or an 0.4 percent reduction per year. The region's Sustainable Communities Strategy relies on changes in land use patterns for a portion of that goal, but most of the reduction comes from transportation strategies. The "Restoring Housing Justice" proposal has the potential to achieve a much greater reduction in VMT from land use changes than is planned for in the SCS, which would allow the region to exceed its SCS VMT per capita targets. The proposal aims to shift as many of the remaining 4,000 residential development rights into low-VMT areas as possible, whereas under today's codes, the majority them are anticipated to be built outside of low-VMT areas. If all 4,000 are built as multi-family development in the lowest-VMT areas, that would provide a 4.74 percent reduction in basin-wide VMT per capita, or nearly 70 percent of the total SCS VMT target.
(4) Please describe the degree of need or the potential for **disaster recovery or mitigation projects** in the jurisdiction, and how this proposal addresses such needs or potential.
Possible optional metrics for measuring disaster recovery and mitigation could include, but are not limited to, the prevalence of environmental hazards (very high fire hazard severity zone, areas at risk of flooding, etc.); the number of homes lost to a disaster event; an explanation of how the proposed use improves bringing homes and communities in compliance with the latest disaster related building safety standards, improves infrastructure in order to mitigate the impact of disasters or recover from disasters such as upgrading stormwater infrastructure or upgrading infrastructure to increase density, or facilitates the development of strategically located disaster related amenities such as community resilience centers and low carbon transportation to and from these amenities; or other local knowledge. Some of this relevant data can be found at https://egis.fire.ca.gov/FHSZ/ or at https://affh-data-resources-cahcd.hub.arcgis.com.
Tahoe is no stranger to disaster recovery and mitigation. The South Shore region was most recently evacuated during the 2021 Caldor Fire and the entire region often is engulfed in smoke in the summer and fall seasons. The Tahoe Fire and Fuels Team has also been working diligently to reduce the number of fuels in the region to reduce fire intensity in the residential and commercial areas. The region has also witnessed more intensive winter storms that have led to elongated power outages and unsafe road conditions. With CAL FIRE's recently released draft updated Fire Hazard Severity Zone maps for state responsibility, very high fire hazard areas may increase for Tahoe jurisdictions and there will be increased attention to mitigation and evacuation. Through this proposal, there are several ways in which the region will build more resiliency and build upon the work happening regionally. The first task will propose policy and code changes to facilitate increased density in regions that are adjacent to the region's free bus transit. The new development will also include the 2022 building code updates that incorporate more resilient infrastructure. New development also allows disaster infrastructure to be built, such as Community Resilience Centers like those that will be supported through the Strategic Growth Council's new program. The CEQA and TRPA environmental analysis and environmental clearance process will provide the opportunity for programmatic evacuation planning and preparation, facilitating projects that help the region be better prepared for an emergency.

When the community engagement task is implemented and built out, this will build trusted relationships and connection, that will increase community cohesion to increase resilience during regional disasters. The Community Resilience Center is a model to also build social cohesion, allow an emergency command center, and provide heating in the event of a power outage during a winter storm. This proposal will lay a foundation to plan for financially feasible Community Resilience Centers or similar, build social cohesion, and allow the region to be resilient when another disaster threatens the region.

E. Scoring
Guidelines 405(A)
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2I. Leveraging Other Funding
(up to 20 points)
Please describe whether the potential project will utilize additional funding commitments from public and private entities.

The “Restoring Housing Justice” project will leverage $476,370 from the TRPA General Fund.

In addition, the successful update of TRPA’s TDR/Growth Management System to better address equity and climate will lead to substantial savings for the public and private sector. For instance, the City of South Lake Tahoe authorized a loan of $1,250,000 for the purpose of purchasing banked land coverage for the Sugar Pine Village affordable housing project (Resolution 2020-110). Sugar Pine Village is an infill development project and thus was allowed a larger footprint, but it was still required to transfer in coverage in accordance with the TDR program. Updates to the TDR/growth management program could change the requirements associated with these fees, possibly lessening them for deed-restricted affordable housing.

In addition, currently the Tahoe region loses out on both public and private investment when zoning regulations do not allow for the financial feasibility of projects that meet Regional Plan goals. Developers and granting organizations look elsewhere to invest, as they can build more units for a lower cost, better meeting state housing and greenhouse gas targets, or their own requirements for return on investment. Better aligning the TDR/growth management program with equity and climate goals to make affordable housing types financially feasible will lead to greater leveraging of both private and public sources of funds, and lead to greater prosperity for the region.

F. Mapping

Guidelines 301(A)(12)

[Only fill out if applicable] Please provide the link to the applicant's webpage where land use maps and Vehicle Miles Traveled generation maps, produced in the development of the applicant's SCS, will be posted, updated, and available to the public.

http://www.trpa.gov/rtp/ and https://trpa.shinyapps.io/PIA_Tool/