

# 2023 ANNUAL REPORT

Tahoe Regional Planning Agency



**TAHOE  
REGIONAL  
PLANNING  
AGENCY**

AGENDA ITEM NO: VII.A.1

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Cover photo by: Generikal  
A family enjoys the Tahoe East Shore Trail. Photo by: Luxuri Media

*Dear Lake Tahoe Community, Governing Board and APC Members, and Stakeholders:*

It is my pleasure to present this annual report on regional progress for Lake Tahoe’s environment and communities. In 2023, the Tahoe Regional Planning Agency (TRPA) made major strides in addressing many of the biggest challenges facing this treasured lake. And make no mistake, the basin is facing existential threats that we must rally to tackle head on.



The vision that took shape 55 years ago when the states of Nevada and California came together to preserve and protect Lake Tahoe is reflected in this report. The Lake Tahoe Regional Plan is building partnerships, restoring environmental quality, and harmonizing communities with our incredible surroundings. Science-based policies are not only helping achieve and maintain ambitious environmental goals, they are also increasing safety on Lake Tahoe roadways, reducing the threat of wildfire, and building the region’s resilience to climate change.

It was also a big year for partnerships. TRPA joined 17 land management, destination management, and non-profit organizations to launch the first-ever destination stewardship plan for the greater Tahoe Region. Following a year of community and stakeholder input, the plan is already helping reduce the impacts of visitation and is promoting sustainable recreation. At the heart of the plan is the stewardship ethos of the Washoe Tribe of Nevada and California, the original and current caretakers of the Tahoe Basin.

The agency also worked with private property owners, scientists, and partner agencies to tackle two of the highest priority aquatic invasive weed control projects, in the Tahoe Keys and

Taylor-Tallac marsh on the South Shore. The strength of TRPA’s aquatic invasive species partnerships proved invaluable when New Zealand mudsnails were discovered in the lake in September. The agency’s rapid response protocols helped to confront the first new invasive species detected in Lake Tahoe since the watercraft inspection program began in 2008.

Underlying much of our progress in 2023 is the incredible commitment and support around the Lake Tahoe Environmental Improvement Program, or EIP. Launched during the first Lake Tahoe presidential summit in 1997, the EIP has completed more than 800 restoration projects to repair damage done long ago to the watershed.

We are grateful for the leadership and support of the TRPA Governing Board. In December 2023, our board approved a package of affordable and workforce housing incentives that help address the housing crisis impacting Lake Tahoe’s environment and communities. The changes will lower the cost to provide affordable and workforce housing while at the same time benefitting water quality.

I am proud of the hard work and determination of our entire team. Throughout 2023, our staff continued to excel in the challenging but rewarding work to achieve our mission to preserve and protect Lake Tahoe for this and future generations.

Sincerely,

Julie W. Regan  
Executive Director  
Tahoe Regional Planning Agency

# TRPA STRATEGIC PRIORITIES

Approved by the Governing Board, these strategic priorities reflect the agency's commitment to protect Lake Tahoe's environment while improving regional transportation, increasing diverse housing options, and facilitating community revitalization.

**Tahoe Living** - Creating complete communities that provide housing for all, an appropriate mix of uses to support vibrant, walkable, transit-friendly neighborhoods, and the necessary infrastructure to protect our unique and precious environment.

**Keeping Tahoe Moving** - Improving the transportation system for local communities and the millions of annual visitors to the Tahoe Region.

**Restoration and Resilience** - Accelerating environmental improvement and transportation programs to restore our environment and bolster the region's climate resilience.

Photo by: Generikal



## 2023 *By The Numbers*

Photo by: Jonathan Thompson

- **\$34.3 million** secured in EIP federal funding

- **\$15.2 million** granted through the Regional Grant Program to expand transit, sidewalks, bike paths, and EV charging stations

- **\$635,000 mitigation funds** awarded to local governments for environmental projects

**5,667**

boat inspections completed

**1,169**

tree removal permits issued totaling **4,440 hazard** trees

**71.7 ft.**

average lake clarity depth in 2022, compared to 61 feet in 2021

**213**

BMP certificates issued

**52,789**

miles cycled by Tahoe Bike Month participants

**99%**

TRPA staff retention

- **3 Area Plan** amendments
- **125 of 248 deed-restricted** affordable homes under construction as part of the Sugar Pine Village project in South Lake Tahoe
- **100-bed affordable housing** dormitory project under construction at Lake Tahoe Community College
- **8 ADU** (accessory dwelling unit) permits issued
- **924 permits** issued and investigated 97 code compliance cases

## Tahoe Living: Housing and Community Revitalization

The Tahoe Living strategic priority implements the housing and community revitalization goals of the Regional Plan. It identifies key actions that TRPA can take to create complete communities that provide housing for all, an appropriate mix of uses to support vibrant, walkable, transit-friendly neighborhoods, and the necessary infrastructure to protect our unique and precious environment.

### Key 2023 Accomplishments

- Engaged with the community to garner input on affordable housing needs and to shape policy amendments through nine public hearings, seven event pop-up booths, an on-line survey, eight newspaper columns, nearly 30 Enewsletters, and more than 20 meetings with community members and groups.
- TRPA staff and local government partners secured \$2.4 million in California grant funding to begin the next phase of the Tahoe Living strategic priority. This funding will support broad community engagement and comprehensive environmental review on potential policy changes to integrate housing, equity, and climate goals into key land use and water quality programs.



### PROJECT SPOTLIGHT

#### Affordable Housing Policies Approved

In December, the Governing Board approved targeted policy changes to encourage affordable and workforce housing in town centers and areas close to transit, and achieve Regional Plan goals including walkability, improving water quality, and reducing vehicle miles traveled.

The amendments allow deed-restricted units within town centers and multi-family zones to be designed with more flexibility on height, land coverage, parking, and units per parcel, if they are made permanently affordable for working households and meet environmental standards.



Affordable apartments at the 248-unit Sugar Pine Village project in South Lake Tahoe will be open for applications in 2024. Photo by: Jeff Cowen

## Keeping Tahoe Moving: Transportation and Destination Stewardship

Lake Tahoe's \$5 billion recreation-based economy needs an interconnected and efficient transportation system. TRPA and partners will achieve that sustainable future with strategic investments in capital projects, transit, multi-use paths, and parking management. These critical projects will meet visitor, resident, and commuter demand while protecting the Tahoe Basin's unique natural resources. At the same time, the region has come together to better manage outdoor recreation and tourism through a shared destination stewardship plan that will balance the needs of the environment, businesses, visitors, and local communities. This new strategy will inspire all to take care of Tahoe.

### Key 2023 Accomplishments

#### Transportation

- TRPA's one-of-a-kind Tahoe Metropolitan Planning Organization (TMPO) status was successfully audited and recertified. The independent auditors heralded the Tahoe MPO as a model of best practices, including our public engagement and outreach, and information tracking and management systems.
- Federal, state, local, and private partners secured more than \$23 million in new revenues to improve transportation at Tahoe. This shared "7-7-7" funding strategy is critical to close the annual funding gap to implement the Regional Transportation Plan.

- TRPA convened a coalition of partners to develop the first Tahoe Regional Trails Strategy. The Strategy applies a basin-wide perspective to trail planning and building and serves as a blueprint for a connected and accessible dirt trail network for Tahoe.
- The Vision Zero Safety Strategy and Active Transportation Plan were launched.

### PROJECT SPOTLIGHT

#### Transportation Funding

TRPA programmed more than \$100 million in transportation funding for our implementation partners in 2023. These funds support new microtransit operations, Tahoe Trail segments, roadway safety improvements, and other priority transportation projects.

Tahoe City roundabout. Photo by: Luxuri Media





Fannette Island, Emerald Bay, CA. Photo by: Generikal

### Key 2023 Accomplishments

#### Destination Stewardship

- Played a critical role in the launch of the Destination Stewardship Plan. The plan's vision and actions were developed in collaboration with 18 regional organizations and participation of over 3,000 residents, visitors, and businesses through surveys, interviews, and workshops.
- Formed the first Lake Tahoe Destination Stewardship Council. The Council will advance the plan's 32 key actions to ensure outdoor recreation and tourism enhances community well-being, supports local businesses and workers, and protects the lake.



## Restoration and Resilience: Environmental Improvement Program



The Restoration and Resilience strategic priority is grounded within the Lake Tahoe Environmental Improvement Program (EIP). This bi-state, cross-boundary restoration partnership of over 80 organizations has implemented more than 800 projects over the last 27 years to restore and protect the environment and revitalize Lake Tahoe communities.

To continue the program's success and to keep pace with new threats, partners must increase the scale of implementation of the EIP. This strategic priority focuses on acquiring sustainable funding for the EIP, updating and evaluating the basin's environmental thresholds, and finding program efficiencies to continue to build resilience to climate change and achieve the goals of the Regional Plan.

### Key 2023 Accomplishments

- The EIP partnership completed 25 forest health, water quality, sustainable recreation, and transportation improvement projects.
- Secured more than \$34.3 million through the Lake Tahoe Restoration Act (LTRA), congressionally directed spending, and the Bipartisan Infrastructure Law for the Environmental Improvement Program. This high-water mark for Tahoe's federal funding is double where it was five years ago.
- Awarded \$5.1 million in Lake Tahoe Restoration Act funding to critical EIP projects through a new partnership agreement with the USDA Forest Service.
- Awarded \$635,000 in mitigation funds paid from development projects to local jurisdictions and land banks for restoration projects, new maintenance equipment, water quality improvement projects, and sensitive land acquisition.
- Advanced climate smart codes backed by research and stakeholder workshops to reduce greenhouse gas emissions and create a more resilient ecosystem to withstand climate change. UC Davis students assisted with these amendments.
- Continued the regional educational webinar series highlighting EIP projects. The South Shore webinar introduced 14 ongoing projects and initiatives by seven partner organizations.

West Shore of Lake Tahoe. Photo by: Drone Promotions



### PROJECT SPOTLIGHT

#### Cutting the Green Tape

TRPA established and led a new multi-agency Cutting the Green Tape Working Group to identify permitting efficiencies, improve interagency coordination, and propose process changes for environmentally beneficial projects. Staff also provided leadership in the Cutting the Green Tape California state-wide initiative, serving as a lead facilitator for the CDFW/CA State Water Board workshop in December 2023.

## Environmental Improvement Program

### Watersheds and Water Quality

Lake Tahoe’s incredible clarity was severely impaired decades ago by unplanned development in sensitive areas. Regaining the lake’s lost clarity is a fundamental goal achieved by restoring ecosystem health and resilience and reducing the flow of pollutants and fine sediment from urban areas. TRPA provides leadership, support, and funding for large-scale watershed restoration and stormwater treatment throughout the region. TRPA works with residents and business owners to improve Best Management Practice (BMP) compliance each year and supports local jurisdictions to implement projects that reduce stormwater runoff from neighborhoods and roads.

#### Key 2023 Accomplishments

- Local jurisdictions continue to exceed targets set by the Lake Tahoe Total Maximum Daily Load (TMDL) to reduce nitrogen, phosphorus, and fine sediment pollution.
- Led the Meeks Bay Ecosystem Restoration project team to include replacement of the Meeks Bridge. Replacing the bridge will help restore the natural flow of Meeks Creek and improve fish habitat.
- Led the implementation of Year 2 of the Taylor Tallac Ecosystem Restoration project in partnership with the USDA Forest Service. This project is removing 17 acres of invasive weeds from one of the basin’s largest wetlands.
- Kicked off two green infrastructure projects: Ski Run “Mountain to Marina” and Tahoe Keys Tactical Green Infrastructure. These projects will elevate the role of natural water infiltration strategies within neighborhoods to remove pollutants from stormwater, reduce flooding, and adapt to climate change.
- Worked with home and business owners to issue 213 BMP certificates to reduce fine sediment and pollutants entering the lake: 177 for single-family residential (including 14 lakefront parcels), 5 for multi-family residential, and 31 for commercial.
- Re-issued 68 BMP certificates verifying maintenance and effectiveness.

#### PROJECT SPOTLIGHT

##### Lake Clarity

UC Davis Tahoe Environmental Research Center reported the lake’s average water clarity in 2022 was the best it has been since the 1980s. The average clarity was 71.7 feet compared to 61 feet in 2021. The lake also fully mixed in 2023, a winter phenomenon when the lake essentially flips over and clear water from the bottom replaces the top layer where fine sediment and algae are suspended. Following the flip, water clarity jumped to an incredible 115 feet. Deep mixing is an important process for the lake’s health, however it is happening less often. TRPA and our many science partners rely on longer-term trends to understand the effectiveness of water quality strategies. Climate change and other ecological threats continue to challenge lake restoration work.



Photo by: Generikal

## Environmental Improvement Program

### Forest Health

One of the Environmental Improvement Program’s central goals is to protect communities from damaging wildfires and improve forest health. As a founding member of the 21-agency Tahoe Fire and Fuels Team (TFFT), TRPA helps implement the Lake Tahoe Forest Action Plan through coordination and prioritization of forest treatments, including reintroducing the traditional practice of cultural burning by the Washoe Tribe. TRPA also works with local communities to implement defensible space around their homes and businesses through onsite inspections and issuance of tree removal permits. Partners are working collaboratively to identify renewable energy opportunities in and around the Tahoe Basin and to coordinate forestry workforce development and shared-resource crews.

#### Key 2023 Accomplishments

- Supported defensible space on private properties through 1,169 tree removal permits (for 4,440 individual hazard trees).
- Advanced review of a small-scale renewable energy project using local wood waste in the City of South Lake Tahoe.
- Supported Lake Tahoe Community College’s new forestry program designed to build the local workforce and increase Tahoe’s capacity to implement forest fuels treatments.
- Led a discussion at the Tahoe Science Conference about how to incorporate cultural burning in land management discussions.
- Contributed to the 2023 Collaborative Forest Landscape Restoration Program Federal Advisory Committee by evaluating national project proposals to reduce wildfire risk while improving environmental, social, and economic benefits.
- Partners treated 1,700 acres for forest fuels reduction.

#### PROJECT SPOTLIGHT

##### Forest Health Leadership

TRPA staff served on the National Wildfire Mitigation and Management Commission bringing Tahoe expertise to a diverse group of forest health experts. The group was charged with the ambitious task of creating recommendations that address nearly every facet of the wildfire system.

In 2023, the commission delivered a report to Congress with 148 recommendations to help lead the nation toward increased resilience to the impacts of wildfire.



Photo by: Tahoe Douglas Fire Protection District

## Environmental Improvement Program

### Aquatic Invasive Species

This fall, the Aquatic Invasive Species (AIS) Program was challenged with the discovery of the New Zealand mudsnail, the first new invasive species detected in Lake Tahoe since mandatory watercraft inspections began in 2008. TRPA leads the multi-sector AIS partnership at Lake Tahoe, and its accomplishments are the result of the collective contribution of many organizations and individuals. Control programs are working to reduce the spread of invasive species already established, and the watercraft inspection and Tahoe Keepers programs are keeping new aquatic invasives out of the Tahoe Region.

#### Key 2023 Accomplishments

- Provided leadership and independent monitoring to complete Year 2 of the Tahoe Keys Control Methods Test to find solutions to control aquatic weeds in the Tahoe Keys.
- Oversaw 5,667 boat inspections at regional inspection stations. 58 percent of inspected boats arrived Clean, Drained, and Dry, up 3 percent from 2022.
- Introduced new tools to combat aquatic invaders, such as a solar powered machine that allowed 500 users to Clean, Drain, and Dry their non-motorized vessels before launching.
- Translated AIS materials and videos into Spanish to ensure preventative messaging is reaching a wide audience of users.
- Removed 1.5 acres of aquatic invasive plants in Emerald Bay to preserve Lake Tahoe’s famed clarity and improve water quality.

#### PROJECT SPOTLIGHT

##### New Zealand Mudsnails

TRPA led an interagency, science-based rapid response to the discovery of the invasive New Zealand mudsnail in Lake Tahoe. The incident team oversaw lake-wide surveys to determine the extent of the infestation. Staff convened a science team to develop recommendations, and sought new funding to strengthen the AIS prevention program for non-motorized watercraft.



Photo by: 2023 Marine Taxonomic Services, LTD., M.Rydel

### Regional Planning

The Regional Planning Department fulfills the commitment to regional environmental planning, orderly growth and development, and partnership building as mandated in the Bi-State Compact. The Regional Planning team is the lead for two of TRPA’s three strategic priorities: Tahoe Living and Keeping Tahoe Moving.

#### Key 2023 Accomplishments

- Funded nine transportation projects totaling \$15.2 million to expand transit, sidewalks, bike paths, and EV charging stations in the Tahoe Basin.
- Supported area plan amendments in Placer County to realize their housing and economic development goals in town centers, allowing condominium subdivisions in a part of Washoe County, and expanding housing opportunities in town centers and prioritizing equity in the City of South Lake Tahoe.
- Approved the 16-acre Waldorf Astoria project in Crystal Bay, NV. The project will add a Class 1 bike lane and reduce vehicle miles traveled, improve water quality treatment onsite, and add 38 deed-restricted affordable housing bedrooms for employees.

- Completed the Transportation Equity Study with significant public input from underserved communities. The study identifies barriers to accessing goods, services, and recreation opportunities at Lake Tahoe. Recommendations will be incorporated into the 2025 Regional Transportation Plan. The Sacramento chapter of WTS selected the study as the 2023 Rosa Parks Diversity Leadership Award winner.
- Finalized the SR 89 West Shore Tahoe Trail Feasibility Study as part of the Highway 89 Corridor Management Plan to complete a world-class bikeway around iconic Emerald Bay and parts of the West Shore.



#### PROJECT SPOTLIGHT

##### LTCC Student Housing

In March, the TRPA board unanimously approved the Lake Tahoe Community College (LTCC) Student Housing Project, which will provide up to 100 students with affordable on-campus housing. The project broke ground this year and is anticipated to open in 2025. Environmental benefits include reduced vehicle trips to and from campus and heated sidewalks that reduce the need for snow removal equipment and de-icing.



Lake Tahoe Community College student housing.

## Permitting and Code Compliance

The Permitting and Compliance Department reviews, permits, and inspects projects in a timely and consistent manner to serve the public and help facilitate environmental improvement and economic investment in Lake Tahoe communities.

### Key 2023 Accomplishments

#### Permitting

- Exceeded expectations on permit process improvements to enhance public service, realign resources to focus on the highest environmental priorities, and improve cost recovery on filing fees.
- Approved major projects representing hundreds of millions of dollars of investment in Lake Tahoe’s restoration and community revitalization.
- Issued 924 permits and met the 120-day performance measure for 92.7 percent of reviews, despite record-breaking snowfall and difficult conditions for projects.
- Formed a new team devoted to public service and transformed the front lobby into a service-oriented, efficient, and welcoming space.
- Launched a new online permitting appointment system.

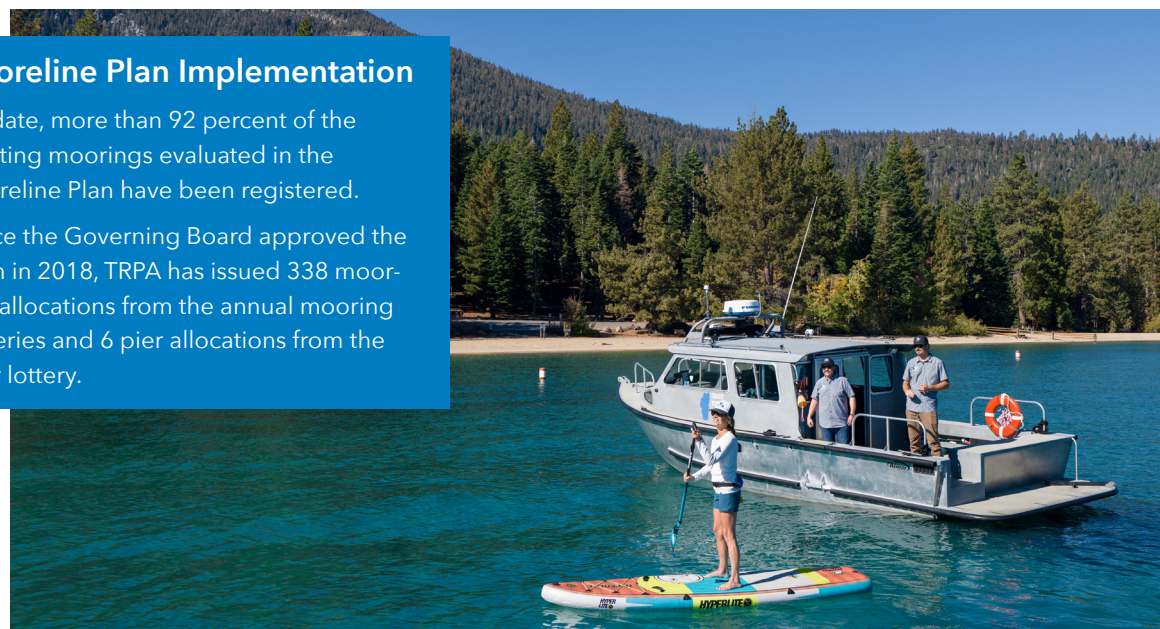
#### Code Compliance

- Investigated 97 code cases within one week of complaint intake.
- Completed 172 pre-grade inspections and 257 final inspections to ensure development projects meet TRPA environmental protection requirements. 90 percent of final inspections were performed within 15 days of request.
- Completed 50 audits of projects reviewed and permitted by local government MOU partners. Local governments met requirements between 88-99 percent of the time.
- Invested 1,300 watercraft team hours on the lake. Assisted in the identification and tagging of over 80 illegal moorings. Issued 650 verbal corrective actions, most related to no-wake zone violations. Interactions remain positive and focus on use of the Lake Tahoe boating app to increase safety and compliance.

### Shoreline Plan Implementation

To date, more than 92 percent of the existing moorings evaluated in the Shoreline Plan have been registered.

Since the Governing Board approved the plan in 2018, TRPA has issued 338 mooring allocations from the annual mooring lotteries and 6 pier allocations from the pier lottery.



The TRPA watercraft crew educating a paddleboarder at D.L. Bliss State Park. Photo by: Generikal

## Research and Analysis

TRPA continuously tracks the progress and effectiveness of Regional Plan policies and environmental programs by monitoring hundreds of environmental threshold standards, performance measures, and management actions. The Research and Analysis team collaborates with the science community and provides the best possible information for policy decisions, operations, and accountability.

### Key 2023 Accomplishments

- Analyzed 2020 Census data to support the agency’s long-range planning work in the transportation, housing, and destination stewardship initiatives with updated regional demographics.
- Transformed 10,000 paper files, including more than 300,000 pages, into a digital format with funding from Nevada.
- Upgraded permit tracking software and GIS mapping tools.
- Conducted plankton tows in Echo Lakes, Fallen Leaf Lake, and Lake Tahoe to sample for aquatic invasive species and support permit requirements. Teams found no new detections.
- Expanded mobile data collection systems to improve field monitoring and dashboard metrics.

### 2023 Field Monitoring

- Collected noise monitoring data for 8 plan areas, 6 transportation corridor segments, and 9 shoreline sites.
- Managed an advanced network of 31 bike and pedestrian counters.
- Worked with agency partners to complete basin-wide osprey, peregrine falcon, and bald eagle surveys to assess nesting success and populations.
- Maintained air quality and visibility monitoring stations.
- Assessed 72 stream environment zones for overall quality and threshold attainment.
- Collected data at 25 sites to measure physical and biological stream health using benthic macroinvertebrates.
- Funded weekly human health monitoring at 10 popular beaches throughout the summer.
- Photographed designated locations for the scenic threshold assessment.



Upper Truckee River in winter 2023. Photo by: Sarah Underhill

# COMMUNICATIONS AND GOVERNMENT AFFAIRS

TRPA supports a culture committed to public education, outreach, and community engagement to implement the Lake Tahoe Regional Plan. The communications and government affairs teams lead initiatives in collaboration with many agency and nonprofit partners.

## Key 2023 Accomplishments

### Public Outreach

- Organized a series of TRPA Talks around the lake for community members to meet TRPA's new Executive Director and discuss critical issues affecting our diverse communities, such as affordable housing, traffic, environmental restoration, and emergency preparedness.
- Produced two issues of the agency's award-winning environmental newspaper, Tahoe In Depth, featuring more than 40 news stories from a variety of authors. The paper is mailed to 36,000 Tahoe Basin property owners and is distributed around the lake to reach other residents and visitors.
- Facilitated three Spanish workshops focused on transportation equity and housing changes with 63 participants.
- Engaged hundreds of community members with bilingual project materials through public meetings, webinars, booths at farmer's markets and events, and via social media.



The cover of the Summer 2023 issue of Tahoe In Depth.

- Delivered presentations to more than 50 local, national, and international delegations about Destination Stewardship, the Environmental Improvement Program, and current projects.

### Environmental Education

- Organized the Heavenly Snowshoe field trip for 268 local eighth graders and educated 233 fourth graders on bike safety. TRPA led additional programs as part of the South Tahoe Environmental Education Coalition, which cumulatively reached 10,246 students and individuals through 17 programs.
- Teamed up with the Lake Tahoe Bicycle Coalition to organize the 18th annual Tahoe Bike Month. A record number of participants cycled 52,789 miles throughout the month of June. More than 400 students also rode their bikes to school.



TRPA Talks with Julie Regan on the South Shore. Photo by: Sarah Underhill

- Recognized six individuals who have shown exceptional commitment to protecting Lake Tahoe as this year's Lake Spirit Award winners. The recipients include one North Shore and one South Shore recipient for each of the three categories of Citizen, Agency Representative, and Lifetime Achievement.
- Led the partnership in organizing the 2023 Lake Tahoe Summit featuring U.S. House Speaker Emerita Nancy Pelosi (D-CA 11th District). Also led a Summit staff field tour showcasing top Environmental Improvement Program projects to 30 key legislative staffers and elected officials.

### Government Affairs

- Provided testimony to congressional leaders in Washington D.C., including Sen. Jacky Rosen (D-Nev), about the importance of Destination Stewardship to Lake Tahoe and the nation.



2023 Lake Tahoe Summit poster (left), TRPA booth at the Lake Tahoe Summit at Kings Beach State Recreation Area (top right), and TRPA Governing Board Chair Cindy Gustafson addressing the audience (bottom right). Photos by: Corey Rich

## FINANCE, LEGAL, AND HUMAN RESOURCES

In addition to fiscal services, grants management, and budgeting and forecasting, the Finance and Facilities Team provides and maintains modern Information Technology resources to support a hybrid work environment, disseminate information to the public, and encourage effective public participation in online meetings. The finance team adheres to the highest financial standards to support Lake Tahoe and TRPA's mission.

In 2023, TRPA retained 71 of 72 staff members by making headway on staff retention goals. Seventeen staff members received merit-based promotions, bringing the entire staff up to appropriate percentiles in their salary ranges. The Human Resources and Finance teams also implemented a merit-based salary review process, raised the agency's retirement contributions, and maintained competitive health and dental benefits.

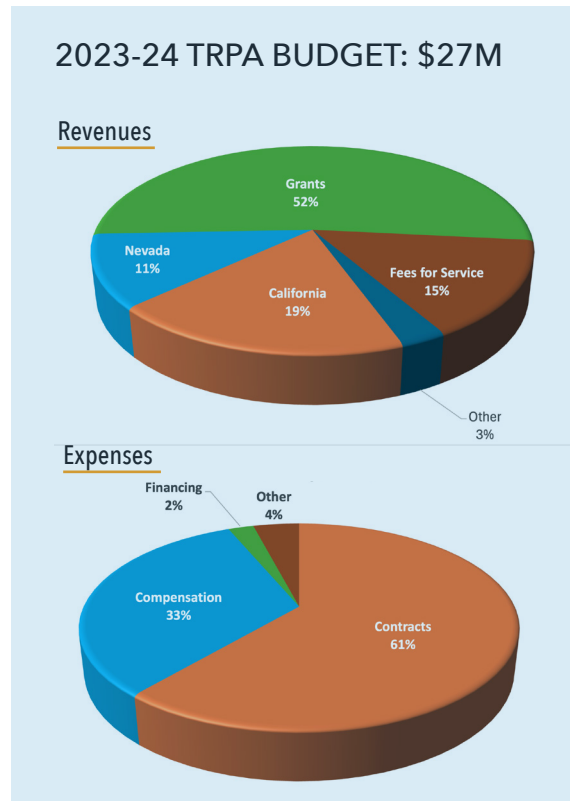
### Key 2023 Accomplishments

#### Finance and Facilities

- Executed a \$5 million agreement with the USDA Forest Service to award federal Environmental Improvement Program funds to partner agencies requiring an outstanding audit record and broad financial expertise.
- Received an unqualified audit opinion, the highest possible, for Fiscal Year 2023 financial statements.

#### Legal

- Received favorable decisions and findings in five lawsuits, and navigated an additional successful settlement.
- Responded in a timely manner to 50 public records requests, and provided invaluable support to housing and permitting code amendments.
- Improved the public engagement process by creating a written public comment policy for Governing Board meetings.



#### Human Resources

- Implemented the Diversity, Equity, and Inclusion Strategic Plan to ensure policies are equitable and inclusive.
- Added a language translator on TRPA's website and permit application software.
- Worked with the Washoe Tribe of Nevada and California to display a land acknowledgment in the newly created Da ow Room, where a map is framed of the Tribe's ancestral lands.
- Delivered new training programs such as the Learning Lab, supported organizational changes, and integrated hybrid and in-person work successfully by sponsoring field tours, staff outings, and in-person team activities.



Photo: Sarah Underhill



# VISION

a lake environment that is sustainable,  
healthy, and safe for the community  
and future generations.

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**TAHOE  
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February 2024