



**MEMORANDUM**  
**COUNTY EXECUTIVE OFFICE - TAHOE DIVISION**  
**ADMINISTRATION**  
County of Placer

**TO:** Honorable Board of Supervisors **DATE:** February 27, 2024  
**FROM:** Jane Christenson, County Executive Officer  
**BY:** Stephanie Holloway, Deputy County Executive Officer  
**SUBJECT:** Aligning Tahoe Priorities to Achieve Success – Critical Success Factors

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**ACTION REQUESTED**

1. Receive a presentation from Tahoe County Executive Office staff on 2024 priorities which align with the Board's Critical Success Factors in Eastern Placer

**BACKGROUND**

On February 23, 2021, the Board of Supervisors (Board) updated previously identified Critical Success Factors (CSF) to reflect current priorities of focus for a three-to-five-year time horizon. The CSFs represent eight guiding principles that define the County's vision towards the future and act as a guide for department work priorities and budget decisions. Prior to the recent update, a strategic workplan was created in 2019 including a list of projects and initiatives that implement the advancement of the CSFs countywide. Each CSF has a set of strategic initiatives that is used to measure progress along the way with a corresponding work plan to guide staff and to inform the Board of Supervisors and public. The work plan is intended as a flexible document that the County Executive Office manages to ensure accountability and timely completion of Board of Supervisors supported initiatives. The CSFs and strategic plan are the roadmap for our commitment to meet the highest standard of customer service and needs in our communities.

As each of the three distinct areas of the county reflect unique facets of the high altitude vision and priorities set forth by your Board, the following is a focused report on the work and priorities of the Placer Team in the eastern region. Departments and staff continue to advance daily projects and programs in alignment with the Board's vision and desires for measured progress to achieve success. The Tahoe leadership team continues to foster a team environment which is reflected by many of the projects and programs below which cross departmental boundaries and are executed with staff collaboration and support on all levels.

**CSF #1: Strategic Relationships and Community Engagement:**

Core tenets include improved transparency, collaboration with residents, businesses, and other agencies in addition to improved communications overall.

Tahoe staff have advanced in our focus of facilitation of messaging and communications outward towards community members and stakeholders with a purposeful and effective

community engagement and partner relations strategy, including assignment of additional resources in the Tahoe CEO office focused on “meeting people where they are”. Our goal is to deliver projects and services to the community which fit both the Board’s vision and community’s specific needs. The product and delivery method are best achieved through a heightened level of participation and input. We are committed to developing new ways to engage and foster relational principles which support epic collaboration within the region.

Projects/Programs:

- Enhanced CEO led Community Engagement/Public Outreach Strategy
- Federal, State, Special District, and local partner coordination and support
- Formation of Focused Topic Advisory Groups
  - STR, Parking Management, TC Fire Station, North Tahoe Truckee Biomass Task Force, etc.

**CSF #2: Diversity of Achievable Housing Throughout the County:**

Core tenets include developing an improved mix of housing types through programs and incentives to better utilize the housing stock in the region, create new accessory dwelling units on existing housing properties and provide new construction of affordable, achievable and workforce housing projects.

Tahoe department staff continue to support project and program delivery of achievable housing in eastern Placer through participation on the Tahoe Truckee Workforce Housing Agency, coordination with the Tahoe Housing Hub, advancement of the Dollar Creek Crossing and Hopkins Village projects and support for activation local dollars. Transient Occupancy Tax (TOT) funding facilitates innovative new programs such as the Workforce Housing Preservation Program (WHPP) and the Lease to Locals rental incentives. The Short Term Rental (STR) program in eastern Placer has continued to evolve and provides for a discussion around the balance of home occupancy in the region through ongoing adaptive management efforts and the STR Advisory Group. Our Health and Human Services and CEO staff are actively engaged with efforts to provide housing opportunities both short- and long-term to our more disadvantaged and unhoused community members through the Tahoe Truckee Homeless Advisory Committee and Warming Shelter focus group.

Projects/Programs:

- Tahoe Basin Area Plan Amendments – Housing and Economic Vitality
- TRPA Phase II Housing Amendments
- Dollar Creek Crossing Project
- Workforce Housing Preservation Program
- Lease to Locals
- Truckee Tahoe Workforce Housing Agency
- Tahoe Truckee Homeless Advisory Committee
- Tahoe Housing Hub Coordination
- Eastern County Housing Program – administration, implementation, and promotion
- Homebuyer Assistance

**CSF #3: Public Serving Infrastructure and Amenities:**

Core tenets include quality, cost efficient facilities and infrastructure, enhanced health, safety and quality of life for all.

Local Transient Occupancy Tax (TOT) dollars continue to provide critical support for implementation of key Board supported services and projects within the Resort Triangle of eastern Placer and the Tahoe Basin. The Tahoe Department of Public Works (DPW) office has focused implementation of priority projects including the Resort Triangle Trail system, parking management, State Route 89 & 267 Transit Priority Lanes, micro transit services, and safety improvement projects. In addition, our teams continue to support deployment of a regional transit system as an alternative to vehicles in the region via Tahoe Truckee Area Regional Transit (TART) which provides service between Placer County, the Town of Truckee and Washoe County on the North Shores of Lake Tahoe. Our teams are also in conversations around other regional partnership opportunities which could afford more streamlined and cost-efficient delivery of public services including county facilities at our Tahoe libraries, Placer County Sheriff's Office (PCSO) at Burton Creek, DPW Road maintenance and future Biomass sites.

Projects/Programs:

- SR 89 & 267 Transit Priority Lanes
- TART Systems Plan Update
- Parking Management & Swiss Mart Mobility Hub
- Truckee River Recreational Access Plan
- North Tahoe Trail
- Fanny Bridge Phase II
- KB Western Approach Roundabout
- Grove Street Signal and Tahoe City Downtown Access Improvements
- Kings Beach BAD (Benefit Assessment District)
- Cabin Creek Biomass
- Bike Share/Transportation Demand Management
- Tahoe City Fire Station Property Redevelopment
- Sierra Nevada Olympic & Winter (SNOW) Sports Museum
- Burton Creek Tahoe Justice Center
- Tahoe City and Kings Beach Library Facilities

**CSF #4: Outcome-Focused Economic Development:**

Core tenets include balanced economic and stewardship support through business retention/expansion programs and employment support as well as environmental protections.

The Tahoe Regional Plan and Tahoe Basin Area Plan have provided a roadmap for economic vitality of our communities by focusing redevelopment and remaining development potential into the Town Center areas including Kings Beach and Tahoe City. Through these guiding

documents, County CEO and Community Development Resource Agency staff, along with partner organizations, continue to foster business development and investments to help achieve the vision of vibrant and economically healthy communities. In addition, the community has supported projects and services through recommendations of TOT and Tourism Business Improvement District (TBID) funds to incentivize redevelopment of aging infrastructure and promote redevelopment of private properties within our Town Centers.

Projects/Programs:

- Tahoe Economic Study Update and Development Rights Manual
- Tahoe Basin Development Rights Manual
- North Lake Tahoe Economic Incentives Program
- Town Center Catalyst Redevelopment Projects
  - Kings Beach Center, Boatworks at Tahoe, Tahoe City Lodge
- Tahoe City Fire Station Property Redevelopment
- Vision Tahoe – future opportunities

**CSF #5: Prudent and Comprehensive Financial Planning:**

Core tenets include long-term, fiscal resiliency and alignment of operational and capital needs which support the other success factors to support quality of life.

We are expanding visibility of the collection, budgeting, and expenditure of local dollars within the eastern Placer communities through development of more refined tracking systems that are user friendly and transparent to the public. With the Board's support, the North Lake Tahoe Tourism Business Improvement District (NLT-TBID) has become a critical addition to our regional partnership. In addition to formation of the NLT-TBID, the transition of the North Lake Tahoe Resort Association to become the North Tahoe Community Alliance (NTCA) in our region has resulted in the benefit of both additional funding opportunities as well as associated partner resources.

Projects/Programs:

- NTCA Committees – TOT/TBID Dollars At Work Program
  - Trails Funding/Passive Recreation
- TOT Funding Contract Administration
- STR - Program Implementation & County staff Advisory Group

**CSF #6: Fiscally Sustainable Public Safety Services:**

Core tenets include direct, efficient public safety service with close coordination with outside agencies.

The Tahoe leadership team is coordinating with Facilities Management, PCSO, DA, Probation and Superior Courts to better define critical uses and needs within the Tahoe Justice Center

project to advance the delivery of public safety services in eastern Placer. We are also fostering close partnerships with local fire districts, Emergency Management partners and the CalFire in critical planning and response operations.

Projects/Programs:

- Winter Preparedness
- Wildfire Preparedness
- Special Event support
- STR Enforcement

**CSF #7: Innovative, Integrated County Services:**

Core tenets include delivery of efficient, effective, and equitable services with a focus on continued improvement, innovation, and collaboration with others.

As stated above, the leadership team in Tahoe fosters a cross departmental support mindset with a continued eye for evolution and innovation to meet the unique needs and challenges of the eastern Placer region. We partner closely with a multitude of outside agencies, non-profits and organizations who make up the constellation of stars. Internally, we continue with Tahoe facility planning efforts to define short- and long-term infrastructure needs to provide a more efficient, effective and fiscally prudent delivery model for the future.

Projects/Programs:

- Tahoe Operational Service/Facilities Planning
- Community Engagement/Outreach
- State, Federal and Special District partner support

**CSF #8: Balanced Land Use Planning and Environmental Stewardship:**

Core tenets include preservation of environmental resources which is balanced with support for economic prosperity and maintenance of nature forests and watersheds.

The need for balance of community, economy and stewardship in our region is set forth in the Tahoe Basin Regional Plan. This philosophy extends beyond the plan and the Basin to the eastern Placer region and is the fabric of the way of life for those that chose to live here. Lake Tahoe is a prime example of the continued need to appreciate both access and stewardship. The Tahoe Regional Planning Agency's (TRPA) Regional Plan establishes growth controls and development rights in the region. Through the coordination efforts with the TRPA and the many stewardship groups in Tahoe, we are advancing the ultimate goals of regional environmental restoration while achieving sustainable, economic vitality.

Projects/Programs:

- TRPA Regional Plan
- Tahoe Basin Area Plan

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- Destination Stewardship Plan and Council

**FISCAL IMPACT**

There are no fiscal impacts associated with the requested action

**ATTACHMENTS**

None