

Memo

To: Board of Supervisors, Board Clerk & Roger Trout
From: Supervisor Jack Sweeney
Date: 1/28/2009
Re: Item #14 on 1/27/09 BOS Agenda (TRPA)

As there was discussion regarding the documents that I referred to in the Board Meeting yesterday, I have attached copies of Board item #58 from the April 4, 2006 BOS meeting that pertains to the MOA for TRPA. I have also attached copies of my questions and answers on March 14, 2006, from Greg Fuz, Director of Development Services at that time.

I believe that the Agreement for item #14 is now out on our website for all to review.

James R. "Jack" Sweeney

Supervisor District 3

County of El Dorado

tele 530-622-5653

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March 14, 2006

TRPA MOA Board Item 25

1) How much money do we give to TRPA annually?

The yearly contribution for TRPA is funded by the general fund and has been placed in Planning's budget. The contribution amounts for the past five years are as follows:

FY 05/06 49,774

FY 04/05 50,488

FY 03/04 42,734

FY 02/03 42,557

FY 01/02 44,872

The \$25,000 requested for the Pathways Process is in addition to these amounts.

2) When did El Dorado Co. declare need for the Pathway 2007 process?

Pg 1 4th Whereas

The Board adopted a Resolution on March 7, 2006 expressing its support for participation in the Pathways 2007 process. The EDC General Plan also contemplates coordination with TRPA planning efforts (pp. 43-44). Participation in the process ensures that El Dorado County's voice will be heard as key land use planning decisions are made for the Tahoe Basin, including future decisions about each local agency's allotment of permit allocations.

3) What alternative does El Dorado Co. have to participation in this process?

EDC can participate informally without a commitment of staff and resources. We would be the only agency in the Basin that I'm aware of to take that approach.

4) Will this process lead El Dorado Co. to the need for a General Plan Amendment?

At the conclusion of the process, TRPA will adopt an updated regional plan....we would need to evaluate the plan to determine how it relates to EDC's GP policies and consider if amendments to the General Plan are necessary...one of the objectives of the EDC General

Plan is to coordinate land use plans/regulations with TRPA to streamline the review process for our residents.

5) If # 4 is answered YES, where is the CEQA document in the work plan?

If the County determines that future amendments to its General Plan are needed, the County would be responsible for carrying out the CEQA process for its amendments. That determination would be made after the County reviews the results of the TRPA plan update. TRPA's regulatory process is not subject to CEQA or NEPA and is considered essentially a separate functionally equivalent process under the Compact and State and Federal law.

6) When would the hearings be held by our Planning Commission and Board of Supervisors?

The latest schedule I have received from TRPA indicates that they expect to consider recommendations for plan updates in 2008. If the County determines that it is necessary or desirable to amend its GP to conform to the updated TRPA plan, hearings would occur as part of the County review process...most likely in the 2008-2009 timeframe. During the Pathways process, part of the role for County staff is to provide the Planning Commission and Board with periodic updates on any recommendations that come out of the update process....TRPA is also establishing a website dedicated to the Pathways process to post all documents/minutes, etc...

7) Would we need to amend Ordinance Code and When ?

TRPA regulations supersede County regulations..so if there are any inconsistencies between the two, the TRPA reg's would apply. We currently perform many of the review functions on behalf of TRPA under an MOA that was put into place between the agencies several years ago to reduce the need for our customers to deal separately with both agencies. The County could choose to amend its regulations at any time to incorporate TRPA regs. The Pathways process envisions that local agencies will review the new TRPA thresholds/regulations after they are adopted by TRPA and then determine how to integrate them with existing local regulations. The County's participation in the Pathway's process will help ensure that County interests and concerns are considered as the TRPA regs/thresholds are developed.

8) If one entity in the basin is sued over this process, are we all involved in the suit?

That is a question that can best be addressed by County Counsel. TRPA is the lead agency in conducting the Pathways process, managing the consultant/contract and ultimately will adopt the updated plan. The County is not a party to the consultant contract and does not manage the work program. Its role under the MOA is to participate in the process, provide very limited staff support for workshops, research, etc., and to help

with the process of community engagement and information sharing. The MOA also allows the County to unilaterally disengage from the MOA.

9) How much personnel for Planning, Transportation and County Counsel will be required in this process?

TRPA has requested a commitment of 0.2 Staff FTE's from Planning. I'm not aware of any requests for staff assistance from other departments at this time. Because of our current commitments to other projects and our inability so far to fill all of our vacant senior planner positions, one of our new principal planners, Gina Hunter and/or myself will cover the Pathways meetings. Gina is assigned as the lead principal planner for the permit centers...and part of the role I envisioned for her is to become more familiar with the TRPA review process anyway, so that she can serve as a planning resource for the SLT Branch office as needed. I attended the kick off meeting last week, and will attend other key meetings as needed or when Gina is not available.

10) Is the staff in #9 And the money for the consultant budgeted? Where?

Our participation in the Pathways process was not budgeted...the County's contribution of \$25,000 to the process was authorized by the Board in the above noted resolution and associated budget transfer. The source of funds is General Fund contingency.

11) When will or has the "Work Plan" been developed?

The Work Plan should have been an attachment to the MOA...I have attached an electronic version to this response for your review.

12) Page 18 of Exhibit A indicates the total estimated cost is \$650,000

Paragraph III A 2 on page 3 states "**City, El Dorado and Douglas agree to assist TRPA by funding the consultant to complete the work tasks described in this MOA**" and indicates payments by City \$50,000, EDC \$25,000 Douglas \$25,000. Who pays the remaining \$550,000??

Per Colleen Shade, the TRPA Project Manager, TRPA's contribution is over \$500,000. The Pathway's process is divided into three phases: Phase I is focused on visioning/desired futures/goals/policies.... Phase II is strategies for implementation/zoning/regulations..... Phase III is Implementation, i.e. update regs and local community plans after a new TRPA regional plan is adopted. According to TRPA, each phase is expected to take about a year. Colleen stated that the goal is to keep contributions from local agencies the same for each phase of the Pathways process. Our \$25,000 contribution is for Phase I.

13) Where does the MOA show any contribution by TRPA?

TRPA has assembled a variety of funding sources for this project including: Federal funds and local matches/contributions from counties, cities, forest service, Nevada state lands, transportation planning funds (because TRPA is the metro planning organization for the basin) and both the states of California and Nevada.

14) What El Dorado Co. staff analyzed this contract?

The MOA was reviewed by County Counsel (Paula), Peter Maurer and myself and edited substantially from its original form. TRPA staff and legal counsel reviewed and accepted the edited version. The draft was also reviewed by Supervisor Santiago.

15) Who is the firm Dinsmore Sierra, LLC that appears to be the contractor?

Dinsmore is the lead for a team of firms/individuals that TRPA has engaged for this process. Darren Dinsmore most recently has been the lead principal in the downtown Truckee plan process. Bruce Race of Race Studios is also a key team member. He is a landscape architect/urban planner. His website is referenced below. The team also includes EDAW, and a resort planner/economic development specialist Adam Kravinsky.

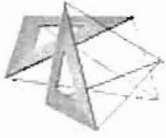
<http://www.racestudio.com/index.html>

<http://www.pathway2007.org/pathway.aspx>

16) What is adoption process? Who adopts first?

TRPA hopes to adopt the full regional plan update package, including new/updated thresholds, goals & policies, ordinances, and related TRPA land use/zoning designations in 2008. Adoption will be by the TRPA governing board after input/recommendations from various advisory bodies and local jurisdictions. Local jurisdictions can consider adopting any related amendments after action by the TRPA Governing Board. The current TRPA regional plan is approximately 20 years old. Development allocations to local agencies were authorized by TRPA under the old plan with a potential sunset date in 2007. Colleen has stated that TRPA intends to allow the allocations to rollover through adoption of the new updated plan, then allocations to local agencies will be determined as specified in the new plan and accompanying implementing regulations/thresholds.

Jack



Gregory L Fuz/PV/EDC
03/16/2006 12:35 PM

To: The BOSTHREE/PV/EDC@TCP
cc: The BOSTWO/PV/EDC@TCP, The BOSONE/PV/EDC@TCP, The BOSFOUR/PV/EDC@TCP, The BOSFIVE/SLT/EDC@TCP, Paula F
bcc:

Subject: Response to Questions re: the Proposed TRPA MOA

History: This message has been replied to.

Jack/Julianne, the first attachment includes responses to Jack's questions. The second attachment is the Scope of Work for the Pathways process from TRPA. TRPA staff has offered to attend the Board's 3/27 hearing to answer questions. If that would be helpful, let me know and I'll make the necessary arrangements. Please let me know if you need any further information.

Greg



TRPAquestions.doc FINAL RPP scope of services 013106.doc

Gregory L. Fuz, Director of Development Services
El Dorado County Development Services Department
2850 Fairlane Court
Placerville, CA 95667

530.621.5445 (w)
530.642.9025 (f)
Email: greg.fuz@co.el-dorado.ca.us

re: TRPA
MOA

Where is my marked up MOA

4/4/05 #58
file

MEMORANDUM OF AGREEMENT
TO PROVIDE FINANCIAL AND STAFF SUPPORT FOR THE PREPARATION OF DOCUMENTS
LEADING TO THE UPDATE OF THE TRPA REGIONAL PLAN, THE CITY OF SOUTH LAKE TAHOE
GENERAL PLAN, THE COUNTY OF EL DORADO GENERAL PLAN, AND THE COUNTY OF
DOUGLAS GENERAL PLAN, IN CONJUNCTION WITH THE PATHWAY 2007 PLANNING
PROCESS

THIS AGREEMENT made and entered into on 6/26/06 by and between City of South Lake Tahoe hereinafter called "City", El Dorado County hereinafter called "El Dorado", Douglas County hereinafter called "Douglas", and the Tahoe Regional Planning Agency ("TRPA"), (collectively referred to as the "Parties").

WITNESSETH:

WHEREAS, the United States Congress ratified an agreement which led to the bi-state Compact giving the TRPA authority to oversee development in the Tahoe Region.

WHEREAS, the Governing Board of TRPA adopted environmental quality standards, called thresholds, and has also adopted a Code of Ordinances designed to achieve these thresholds; and

WHEREAS, TRPA has established a Regional Plan which is currently undergoing a comprehensive update; and

WHEREAS, the City, Douglas and El Dorado have declared that the South Shore portion of Lake Tahoe is in need of a Plan update; and

WHEREAS, TRPA desires to amend the Regional Plan under a collaborative process known as Pathway 2007; and

WHEREAS, by amending the respective Plans of City of South Lake Tahoe, El Dorado County, Douglas County, and TRPA, the governments will be more effective and responsive in carrying out the land use goals of the participants; and

WHEREAS, both the TRPA, City and Counties desire to formally work together to craft an amendment to their respective Plans; and

WHEREAS, the TRPA, City and Counties have allocated funds for this purpose; and

WHEREAS, It is our intent to improve the quality of life for residents and visitors and contribute to the environment, community and economy of the South Shore and create vibrant centers in Stateline Al Tahoe/Bijou, Tahoe Valley, Meyers and strategic locations through out the South Shore

NOW THEREFORE, it is mutually agreed as follows:

AGREEMENT

I. STATEMENT OF INTENT

During our first phase, the parties to this Agreement will work together to develop a shared understanding and agreement on the purpose of the project and the desired outcomes.

In subsequent phases, the parties to this Agreement will work together to activate a community process to articulate, evaluate, and propose a twenty year vision for the area addressing environmental, social, and economic desired conditions. These latter phases would occur concurrently and iteratively with the Regional Plan update process, and prepare all for implementing the chosen vision.

Desired outcomes include: understanding each others concerns, modeling projects to test the Pathway 2007 plan, ensuring a high level of public involvement, providing a positive process community involvement , developing a plan to ensure quality, transit oriented development, as well as environmental improvement and protection.

II. TERM

This agreement shall be valid until the work tasks associated with the three Phases described below are completed.

During Phase One of the Work Plan (FY 05/06), Public Visioning/Management Strategy Development, the parties will work together to complete the tasks listed in Attachment A.

During Phase Two of the Work Plan (FY 06/07), Update of Plans and Regulations, the parties will develop and implement a work program that will complete the following tasks:

- Task 2.1 Format TRPA Code and Plan Area Statements and Washoe County Area Plans to be compatible with each other and new planning concepts
- Task 2.2 Translate Selected Strategies to TRPA, City, El Dorado County and Douglas County Regulatory Frameworks
- Task 2.3 Assist with Public Review and Adoption

During Phase Three of the Work Plan (FY 07/08), Update of Community Plans, the parties will develop and implement a work program that will complete the following tasks:

- Task 3.1 Establish Planning Work Groups
- Task 3.2 Develop Desired Conditions Assessment
- Task 3.3 Prepare Updated Statements for Adoption
- Task 3.4 Identify Community Issues and Preferences
- Task 3.5 Prepare Draft Community Plans
- Task 3.6 Public Review and Adoption

The Work Plan will describe which tasks City, El Dorado, and Douglas will assist TRPA in completing. Not every task described herein will require time or funding commitments by City or Counties.

III. FINANCIAL SUPPORT

A. Consultant Participation

1. The TRPA agrees to contract with a consultant to assist in the completion of the Work Plan pursuant to a Request for Proposals prepared by TRPA and through a competitive bid process conducted by TRPA. The consultant will be retained by TRPA to manage the entire P7 Regional and Local Plan Update planning process for the entire Lake Tahoe Region. The consultant will be managed by TRPA in consultation with the parties as it relates to the applicable work tasks described in Section II of this MOA. Work performed by the consultant and TRPA staff will be available to the parties for use in preparing documents relating to the update of their respective plans and/or programs.
2. City, El Dorado and Douglas agree to assist TRPA by funding the consultant to complete the work tasks described in this MOA. The funding commitment by the parties for use in hiring a planning consultant team is shown in Attachment A. It is the desire of TRPA to have each jurisdiction (City, EDC, and Douglas) select and administer the South Shore planning working group. The agreed upon financial commitment is as follows: City \$50,000; EDC \$25,000; Douglas \$25,000. Changes to the funding amounts and distribution will require approval from each party providing funding. The parties agree that the funding commitment and distribution is preliminary and may change based on the

contract and budget signed by TRPA and the consultant. However, changes to the funding amounts and distribution will require approval from each party providing funding. None of the parties shall be obligated for any amount greater than that set forth specifically in this paragraph, notwithstanding requirements to complete the work contemplated under this MOA, unless a change to the funding amount shall have been approved as set forth above. In addition, TRPA shall not enter into any consultant agreement, amend any such agreement, or authorize any additional payments to consultants if it is contemplated that any such agreement shall require funding from City, EDC or Douglas in excess of that provided in this paragraph unless TRPA has consulted with and obtained the prior approval from the affected party or parties.

3. Upon invoice from TRPA for services rendered by the consultant, the parties shall make payment to the TRPA within 60 days as specified in this MOA unless other mutually satisfactory arrangements are made by the Parties..

B. Staffing

1. TRPA, City, El Dorado and Douglas will dedicate professional staff time plus administrative support pursuant to Attachment A.

IV. ROLES AND RESPONSIBILITIES:

TRPA, City, El Dorado and Douglas agree they will be working in partnership to create a vision of what is desired in the designated planning area relative to the environment, local economy, and local community and to collaborate on the update of the TRPA Regional Plan and any related demonstration projects to implement the Plan. This process will work in concurrence with the Regional Plan update process known as Pathway 2007. In this pursuit each party has a role and responsibility as defined below:

City of South Lake Tahoe

Role: To dedicate the necessary resources needed to represent the City's interest in updating the TRPA Regional Plan in consultation with the appropriate City Departments and Commissions. City staff will be expected to coordinate and communicate with all affected and/or interested City entities during implementation of the Work Plan. The City is expected to support the update process and commit to completing the Work Plan in accordance with the schedule to achieve a smooth transition between the 1987 TRPA Regional Plan and the 2007 TRPA Regional Plan while maximizing opportunities to streamline all aspects of the regulatory process.

Responsibilities: Lead the effort in the establishment of the Planning Working Group. Assist TRPA in setting meeting times and locations for the Planning Working Groups. Assist TRPA in the preparation and mailing of meeting materials and running the workshops/meetings. Review and comment on material prepared by consultants. Research and collect pertinent baseline information (maps, documents, etc) for use in the planning process. Update and advise affected/interested City entities on the planning process and proposes revisions to the City General Plan to achieve mutual regulatory streamlining goals and achieve land use regulatory consistency.

El Dorado County:

Role: To dedicate the necessary resources needed to represent County's interest in updating the TRPA Regional Plan in consultation with the appropriate County Departments, Commissions and Supervisors. County staff will be expected to coordinate and communicate with all affected and/or interested County departments during implementation of the Work Plan. El Dorado County is expected to provide support for the update process and commit to completing the Work Plan in accordance with the schedule to achieve a smooth transition between the 1987 TRPA Regional Plan and the 2007 TRPA Regional Plan, while maximizing opportunities to streamline all aspects of the regulatory process.

Responsibilities: Participate in the effort to establish and carry out the functions of the Planning Working Group. Research and collect pertinent baseline information (maps, infrastructure and service capacity information, etc.) for use in the planning process. Update and advise affected/interested County staff and Boards on the planning process and consider revisions to the El Dorado County General Plan to achieve mutual streamlining goals and achieve consistency among land use plans. However, El Dorado County reserves the right to independently determine what, if any, changes should be made to El Dorado County planning and regulatory documents including, but not limited to,

the General Plan and Zoning Ordinance, and the County's discretion in that respect shall not be constrained or affected by this MOA.

Douglas County:

Role: To dedicate the necessary resources needed to represent the County's interest in updating the TRPA Regional Plan in consultation with the appropriate County Departments and Commissions. County staff will be expected to coordinate and communicate with all affected and/or interested County entities during implementation of the Work Plan. The County is expected to support the update process and commit to completing the Work Plan in accordance with the schedule to achieve a smooth transition between the 1987 TRPA Regional Plan and the 2007 TRPA Regional Plan while maximizing opportunities to streamline all aspects of the regulatory process.

Responsibilities: Participate in the effort to establish the Planning Working Group. Research and collect pertinent baseline information (maps, infrastructure and service capacity information, etc) for use in the planning process. Update and advise affected/interested County staff and Boards on the planning process and propose revisions to the Douglas County General Plan to achieve mutual streamlining goals and achieve consistency among land use plans.

Tahoe Regional Planning Agency

Role: To dedicate the necessary resources needed to represent TRPA interest in updating the TRPA Regional Plan in accordance with the Pathway 2007 planning process and in association with City, El Dorado, Douglas and the general public. TRPA staff will be expected to coordinate and communicate with TRPA departments, Advisory Planning Commission ("APC"), Forum and Governing Board ("GB") during implementation of the Work Plan. TRPA is expected to support the update process and commit to completing the Work Plan in accordance with the schedule to achieve a smooth transition between the 1987 TRPA Regional Plan and the 2007 Regional Plan while maximizing opportunities to streamline all aspects of the regulatory process.

Responsibilities: Assist in the establishment of the Planning Working Group. Assist the City in setting meeting times and locations for the Planning Working Groups. Assist the City in the preparation and mailing of meeting materials and running the workshops/meetings. Review and comment on material prepared by consultants. Research and collect pertinent baseline information (maps, documents, etc.) for use in the planning process. Update and advise affected/interested TRPA Pathway 2007 entities (e.g. APC, GB, Forum) on the planning process and propose revisions to the TRPA Regional Plan to achieve mutual regulatory streamlining goals and achieve land use regulatory consistency. TRPA will have primary responsibility for implementing all Phases of the Work Plan unless otherwise

specified.

V. TERMINATION

Any party may terminate this Agreement at any time during the term hereof for any reason provided that the party has given 30-days written notice to all other parties.

VI. NOTICES

All notices which may be given by all parties to the other shall be deemed to have been fully given when made in writing and deposited in the United States Mail, certified and postage prepaid, and addressed to the TRPA as follows:

Gordon Barrett, Manager
Pathway 2007
Tahoe Regional Planning Agency
128 Market Street
P.O. Box 5310
Stateline, NV 89449

and to the City of South Lake Tahoe:

David Jinkens, City Manager
City of South Lake Tahoe
1052 Tata Lane
South Lake Tahoe, CA 96150

and to the County of El Dorado:

Greg Fuz, Development Services Director
El Dorado County Offices
2850 Fairlane Ct.
Placerville, CA 95667

and to the County of Douglas:

Mimi Moss, Planning Director
Douglas County Office
P.O. Box 218
Minden, NV 89423

The address to which the notices shall or may be mailed in accordance with the above may be changed by written notice by such party.

TAHOE REGIONAL PLANNING AGENCY

By: [Signature]
Title

Date: 6-26-06

Approved as to Form:

[Signature]
Agency Counsel

EL DORADO COUNTY

By: [Signature] 4/4/06
Title: **JAMES R. STEEN** *CITY MAN*

Date: 4/4/06 ATTEST: CINDY KECK, Clerk
of the Board of Supervisors

Approved as to Form:

By: [Signature]
County Counsel

By: [Signature]
DERUTY

Geo-Based Planning Budget Pathway 2007

Region Geo Planning Budget FY 05-06

Contributors	Contract	Core Staff PY		Staff Support	Total
		TRPA	Local		
TRPA	\$ 300,000 \$ 50,000			3.6	3.6
Placer	\$ 50,000	0.3	0.3	0.3	0.9
Placer Co.	TBD				
Resort Assoc.	TBD				
Washoe	\$ 50,000	0.3	0.3	0.3	0.9
Washoe Co.	TBD				
IVGID	TBD				
SLT	\$ 50,000	0.4	0.4	0.3	1.1
Douglas	\$ 25,000		0.2		0.2
El Dorado	\$ 25,000		0.2		0.2
USFS	\$ 100,000	0.3	0.4	2	2.7
Parks			0.4		0.4
Total	\$ 650,000	1.3	2.2	6.5	10

Budget by Area FY 05-06

Geo Plan Area	Contract	Core Staff PY	
		Core TRPA	Core Local
Placer	\$ 150,000	0.3	0.3
Lead Staff		Hitchcock	TBD
Washoe	\$ 150,000	0.3	0.3
Lead Staff		Nielsen	TBD
South Shore	\$ 200,000	0.4	0.8
Lead Staff		Planner	TBD
Non Urban	\$ 150,000	0.3	0.8
Lead Staff		Eichar	King
Total	\$ 650,000	1.3	2.2

Phase I Work Program South Shore Area

Task	Contract	Staff PY
1 General		
1.1 Form Core Group/Agreements*		0.1
1.2 Hire Consultants*		0.05
1.3 Form Planning Working Groups*		0.1
1.4 Develop Supporting Data*		0.2
1.5 Project Coordination/Management	\$ 30,000	0.3
1.6 General Assistance/Facilitation	\$ 30,000	0.1
2 Establish Regional Regulatory Framework		
2.1 Management System Indicator Integration	\$ 10,000	0.1
2.1 TRPA System Design	\$ 10,000	0.1
2.2 USFS System Compatibility Recommendations		
2.2 Local Systems Compatibility Recommendations	\$ 15,000	0.05
3 Planning Group Orientation		
3.1 Input from Resource Planning Process	\$ 5,000	0.05
4 Planning Visioning/Workshops		
4.1 Local Vision Workshop	\$ 40,000	0.1
4.2 Forum Vision Workshop		0.05
5 Complete Planning Desired Conditions Report	\$ 20,000	
5.1 Urban Form/Future Development/Needs		0.1
5.2 Cultural		0.05
5.3 Public Service and Safety		0.1
5.4 Institutional		0.05
5.5 Housing		0.05
6 Complete Initial Plan Management Strategies List	\$ 30,000	
6.1 Allocation System		0.1
6.2 Form Base Zoning Transects/Locations		0.1
6.3 Housing Strategies		0.05
6.4 TDR Systems		0.1
6.5 Land Use/Subdivision Regulations		0.05
7 Forum Review Planning DC/Initial Strategies		
7.1 Forum Review of Planning and Resource DCs/Strategies		0.1
8 Agency Approvals		
8.1 TRPA Approval of Goals and Policies for EIS		0.15
9.1 Local Approvals		?
9 Begin Planning Management Strategies for EIS	\$ 10,000	
9.1 Outline of Proposed Regulations		0.1
9.2 Outline Preliminary EIP Projects List		0.1
9.3 Outline Preliminary Plan Areas		0.1
Total	\$ 200,000	2.6

*Agency only tasks

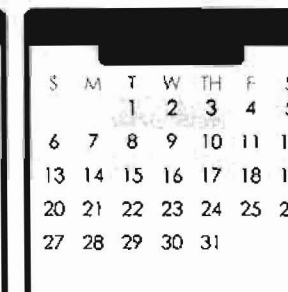
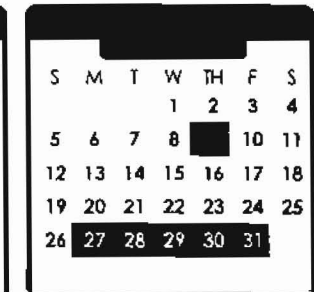
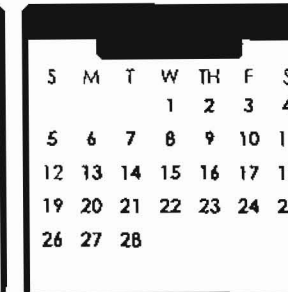
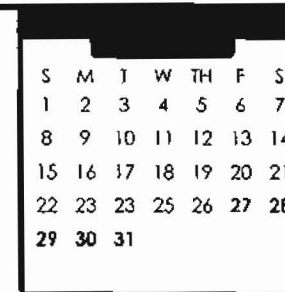
PATHWAY 2007 PLACE-BASED VISIONING

2006

REGIONAL PLANNING PARTNERS

The Place-Based Planning Public Visioning Process is divided into three steps 1) Framework of Opportunities, 2) Alternative Futures, and 3) Action Plan. One intense and highly focused workshop week is planned in each step of the process. The workshops will be held in each jurisdiction during the same week. Four concurrent visioning efforts will be held for Placer County, Washoe County, the South Lake Tahoe Partnership, and Public Lands. Planning Team working weeks are planned after each series of workshops. Local Planning Working Groups will meet during each workshop week and the Planning Team working weeks with the Core Planning Team meeting at the end of the week. Mondays of the Planning Team working weeks will be scheduled for project integration meetings with Resource Core Team and Transportation Team.

PROJECT PHASE	START DATE	END DATE
Step 1 - Planning Working Groups Kickoff	03/9/06	03/9/06
Step 1 - Framework of Opportunities Workshop WK	03/27/06	03/31/06
Step 1 - Planning Team Working Week #1	04/03/06	04/06/06
Step 2 - Alternative Futures Workshop Week	05/22/06	05/26/06
Step 2 - Planning Team Working Week #2	06/19/06	06/22/06
Step 3 - Action Plan Workshop Week	07/17/06	07/21/06
Step 3- Planning Team Working Week #3	07/31/06	08/03/06
Step 3- Planning Team Working Week #4	09/4/06	09/07/06
Next Steps - Code of Ordinances & Plan Area Statements		



**Exhibit A
Professional Services
Phase 1: Public Visioning**

Pathway 2007, Phase One Public Visioning

Dinsmore Sierra, LLC
(DBA Regional Planning Partners)

I. Scope of Services

The scope outlines a place-based visioning process to create local visions and a regional policy document that includes draft goals, policies and strategies. The visions will be incorporated into a draft land use element of the goals and policies document for consideration by the Tahoe Regional Planning Authority (TRPA) Governing Board.

The Consultant will support local planning efforts to create place-based visions for the basin with community support. Consultant will support local efforts as an extension of the regional effort that is already underway. Consultant will endorse, support, actively listen and engage local jurisdictions in creating place-based visions for their future at a local level as the thresholds are being developed under separate contract.

The process is organized into three steps to assist in managing and communicating the approach:

- Step 1: Framework of Opportunities
- Step 2: Alternative Futures
- Step 3: Action Plan

The process will provide clear milestones and be easy to understand and communicate with the project partners. The process is intended to harness and build upon the energy and activities taking place in the local jurisdictions and be clear, credible, understandable, and endorsed.

All workshop summaries and meeting minutes produced by Consultant will be distributed to the Core Planning Team, the Planning Working Groups, TRPA personnel and the web-site at the same time. In addition, all planning analysis work and draft planning reports prepared by Consultant will be distributed to all Core Planning Team members and TRPA personnel at the same time. TRPA/local partners will provide the consultant team with printed and digital copies of all maps and background information and will create new maps to support the visioning process.

The visioning process will create four (4) different documents which identify values, principles, goals and policies for each of the four planning areas (Placer County, Washoe County, South Lake Tahoe Partnership, and Public Lands).

The consulting team will adapt a variety of place-based planning tools to coordinate and assist in the visioning process in each jurisdiction such as: Identifying Demonstration Projects, using place-based planning as an educational and organizing tool for visioning and policy development, creating visual examples for reinvestment in the basin from the "Best Practice" Photo Database for Mountain Communities and may generate three (3) 3-D massing models of potential core area reinvestment projects.

Additional Services: Due to the nature of the agreements and partnerships between TRPA and local jurisdictions, additional services may be requested given the timing and synergy between existing local efforts and the P2007 process. TRPA and local jurisdictions will provide baseline data

to better inform the visioning and policy development process. Requests for additional services and additional fees will be presented to the management team in writing by the local agencies.

Public Lands Vision: It is anticipated that public land managers will be involved in the vision for each of the place-based planning areas and will serve on the urban Planning Working Groups (PWGs). A separate Public Lands visioning process will focus on public lands in non-urban areas.

The Place-Based Planning Public Visioning Process is divided into three steps 1) Framework of Opportunities, 2) Alternative Futures, and 3) Action Plan. One intense and highly-focused workshop week is planned in each step of the process. The workshops will be held in each jurisdiction during the same week. Four concurrent visioning efforts will be held for Placer County, Washoe County, the South Lake Tahoe Partnership, and Public Lands. Planning Team working weeks are planned after each series of workshops. Local Planning Working Groups (PWGs) will meet during each workshop week and the Planning Team working weeks with the CPT meeting at the end of the week.

Three (3) Public Workshop Working Weeks will occur between March and July. The Public Workshops will be held at local venues around the lake. PWGs will meet the afternoon of the workshop days to assist in preparing and provide expert knowledge/content and direction for the public workshops.

Four (4) Planning Team Working Group weeks will occur between April and September. Monday afternoons will focus on the integration of Transportation and Resource Team work into the place-based visions. PWGs representing local jurisdictions will meet to review workshop results/reports and assist in planning the next series of workshops. The Core Planning Team (CPT) will meet on Thursdays to review local visions in the context of Regional Goals.

Step 1: Framework of Opportunities

Step One is organized around establishing the local partnerships and working with jurisdictions to prepare planning analysis reports. Issues and opportunities workshops will be followed by the preparations of the workshop summaries for review during the Planning Team Working Weeks. The Board and Forum will receive an orientation into the place-based planning process.

1.1 Project Initiation and Kickoff

This task involves background research and initial meetings with TRPA, local agencies and organizations in order to refine the scope of services for a successful process. Informal meetings will be held to conduct the stakeholder analysis that will help identify desired outcomes of the process and assist the team in understanding needs and expectations. This input will be used to refine the scope of services and the overall process for place-based planning. Background research will include a review of existing goals and policies and background materials.

The Consultant will participate in the first two of six CPT meetings to discuss planning analysis and how the information can be organized to inform the local visioning process. The first meeting will involve process design and also document local efforts and moving parts in local jurisdictional planning.

Deliverables:

1. One (1) revised scope of services that reflects an understanding of local planning processes, supports local project partners, and regional plan integration
2. One (1) brief description of tasks and roles for TRPA staff and agency partners

1.2 Project Management and Administration

Consultant will coordinate and script community meeting agendas and desired outcomes for the process. The team will assist TRPA staff and the local jurisdictions in exploring opportunities for creating a project/team resource Center to support the place-based planning process. A Consultant orientation and kickoff meeting will be held to introduce the consultant team, team build and establish expectations for this phase of the project.

TRPA will provide the consultant team with printed and digital copies of all regional maps and background information and will create new maps to support the visioning process in local jurisdictions.

Deliverables:

1. One (1) draft meeting agendas and desired outcomes summary for Phase One
2. One (1) slideshow presentation that outlines the place-based approach

3. One (1) revised process diagram that outlines local planning tasks, regional planning tasks meetings and media/outreach for phase one: public visioning
4. One (1) overall planning process diagram that highlights the process for public visioning, update of codes and ordinances and the update of plan area statements and community plans

1.3 Management Meetings/Conference Calls

Consultant will meet/conference call with TRPA Pathway 2007 (P7) Managers on a biweekly basis to coordinate the various planning tasks and community participation activities. Initially this will also include establishing expectations for project administration, budget tracking and accounting.

The team will assist in the selection of members for the PWGs and establish agreements on expectations, roles and responsibilities. Draft agendas will be prepared for the Phase One meetings and draft desired outcomes will be identified.

Consultant will assist in establishing agreements on expectations, roles and responsibilities of both the PWGs and the CPT. A joint orientation meeting will be held with all of the PWG members and the CPT. Draft agendas will be prepared for the phase 1 meetings and draft desired outcomes will be identified. Six (6) days of work will be allocated for this task

Deliverable:

1. Six (6) meetings and/or conference calls with TRPA P7 Managers

1.4 Legal Consultation

Legal consultation will assist with contract and partnership building activities.

Deliverable:

1. One (1) day of contract and partnership overview

1.5 Stakeholder Meetings

Outreach to miscellaneous committees, local jurisdictional boards and commissions, non-profits and community groups will take place as part of the community planning process. Initially, one-on-one meetings will be planned with key stakeholders from these selected organizations. In order to make efficient use of time, the meetings are to be planned and coordinated with the assistance of TRPA staff once a week when the P-7 management team meetings are taking place.

Deliverable:

1. Eight (8) Stakeholder Meetings will be conducted

1.6 "Best Practice" Report

A Mountain community "Best Practices" database of images will be developed to assist in public visioning. It will be organized into:

- Civic Buildings
- Main Street Retail
- Mixed Use Building Types
- Downtown Hotels
- Affordable Housing
- Large Format Buildings

- Public Spaces
- Design Ideas and Public Art
- Streetscape
- Downtown Parking
- Microclimate Designs

Deliverable

1. One (1) "Best Practice" report hard copy and digital PDF file will be provided to each local jurisdiction and TRPA

1.7 Coordinate Local Planning Analysis Reports

The Consultant team will review background information and studies prepared by local jurisdictions. The team will assist in creating a table of contents and outlining the content for planning analysis to be coordinated and prepared by local jurisdictions and TRPA. Consultant will assist TRPA staff and local partners to collect basin images and organize a database by features. A visual survey and general analysis of existing conditions will be completed to support the planning analysis reports and issues and opportunities workshops.

Deliverable:

1. Four (4) 8-20 page summary reports will be prepared which highlight area issues
2. A slideshow background presentation will also be prepared for each planning area

1.8 Local PWGs Kickoff Meeting

A joint PWG meeting will be facilitated where members will create issues maps to provide needed background information for the workshops, prepare for public workshops and finalize the overall visioning process including roles and responsibilities. Members will also assist in background data collection and the preparation of the planning analysis reports. An issues and opportunities memo and map summary will be prepared with each PWG.

Deliverable:

1. One (1) PWG Meeting
2. Four (4) one (1) page issue/opportunities memos
3. Four (4) facilitated issue/opportunities maps

1.9 Place-Based Opportunities Workshops

The consultant team will design, facilitate and record the results of community workshops and PWG meetings in each of the four Tahoe partnership communities (Placer County, Washoe County, South Lake Tahoe and Public Land Managers). This will take place as the first of three "meeting weeks" in Phase One.

Local representatives will present the findings from the issues/opportunities workshops to the forum for their information.

TRPA will be responsible for public noticing of meetings and will assist Consultant in the below tasks. Consultant will be responsible for securing meeting and workshop locations, furniture and equipment; and arranging for refreshments.

Consultant will not be responsible for renting venues; TRPA staff will assist in finding donated spaces for these events. TRPA will provide certificates of insurance to cover meeting spaces/venues.

Deliverables:

1. Four (4) PWG Meetings
2. Four (4) community opportunity workshops
3. One (1) CPT Meeting

1.10 Workshop #1 Local Summary Reports

An 8-10 page summary report will document the results of the first workshop; four (4) reports will be prepared. These unfiltered reports will be posted on the project website.

Deliverable:

1. Four (4) Workshop #1 Local Summary Reports

1.11 Forum and TRPA Governing Board process presentation

Place-Based planning overview presentations will be prepared and presented to both the Governing Board and the Forum. This presentation will provide an orientation of the proposed process and review the desired outcomes of the visioning process.

Deliverable:

1. One (1) place-based planning overview presentation to the Forum and TRPA Governing Board

1.12 Planning Team Working Week - Transportation and Resource Integration Meetings

PWGs representing local jurisdictions will meet to review workshop results and reports and assist in planning the next series of workshops. The CPT will meet on Thursdays to review local visions in the context of regional goals.

A joint meeting will be held with the Transportation, Total Maximum Daily Load (TMDL) Team, and Resource Team to review the place-based process and discuss opportunities to engage the public in a variety of critical issues.

Each step in the visioning phase includes brainstorming and refining of the format for documents. Optional formats will be prepared for and new land use (form-based) classifications are to be explored with TRPA staff and CPT.

Deliverable:

1. One (1) Transportation and Resource Team meeting
2. Four (4) Planning Working Group meetings
3. One (1) Core Planning Team meeting

1.13 Media/Outreach/Web

Consultant will assist in local media and outreach efforts. These services will generally include content on the background and opportunities step of the public visioning process for place-based planning in the following media: local project web pages, newsletter, press release, and a meeting with local newspaper editorial boards. Initially this task will include assisting TRPA staff in developing an outreach strategy for the public visioning phase as the scope is refined and distinct roles and responsibilities are established. Content will also be provided for existing media. TRPA will provide a database for direct e-mail targets. During each step of the visioning process the goals of the communication process will be to provide necessary background information, to notify and

generate interest and get people out to workshops and to inform the community of the results. Our team will coordinate with TRPA staff on design and placement and provide first drafts, graphics and proofing of media and outreach materials.

TRPA will be responsible for newsletter printing and distribution, and links to the Pathway website.

Deliverables:

1. One (1) media and outreach strategy memo for place-based visioning Phase One
2. Four (4) community planning question and answer summary sheets
3. Four (4) web pages for each planning area that outline process, meeting objectives and include a document center
4. One (1) press release for newspapers
5. Contents for up to one (1) fliers, one (1) e-mail notice, and one (1) newsletter

Step 2: Alternative Futures

The second step builds on the interest and knowledge gained during the first workshop series. Alternate Futures workshops will be coordinated for each area. Results will be presented by stakeholders/PWG members to the Forum and the Board for their information. Draft vision reports will be prepared for each area and results will be shared with the Transportation and Resource Teams during planning team working weeks.

2.1 Project Management and Administration

This task involves Step 1 follow-up meetings and pre-meetings with TRPA, local agencies and organizations to prepare for the visioning workshops. Informal meetings will be held to check in with local officials. This input will be used to refine the Scope of Services and set up the visioning meetings for success. This task will also include general contract administration and ensuring clear and open lines of communication. Consultant will assist TRPA to refine roles and responsibilities for all parties in the process. Consultant will script community meeting agendas and desired outcomes for the process. A Consultant orientation and kickoff meeting will be held to establish expectations for this step of the project.

TRPA will finalize baseline data reports for printing, digital files for the web and create new maps to support the visioning process in local jurisdictions.

Deliverables:

1. One (1) updated memo of description of tasks and roles for TRPA staff and agency partners
2. One (1) draft meeting agendas and desired outcomes summary
3. One (1) memo outlining the updated project organizational structure and decision-making approach
4. One (1) slide presentation that outlines the results of the opportunities workshops
5. One (1) revised process diagram that outlines local planning tasks, regional planning tasks meetings and media/outreach for Phase One: Public Visioning
6. One (1) revised overall planning process diagram
7. One (1) Step 2 project memo and budget status report with recommendations for Step 3

2.2 Management Meetings/Conference calls

Consultant will meet/conference call with TRPA P7 managers on a bi-weekly basis to coordinate the various planning tasks and community participation activities. Up to six (6) days have been budgeted for these activities.

Deliverable:

1. Six (6) meetings and/or conference calls with TRPA P7 managers

2.3 Legal and housing consultation

Legal input will be provided on planning, land use and jurisdictional issues. Discussions will take place with affordable housing consultant on results of plan and vision process related to affordable housing.

Deliverable:

1. Three (3) days of legal overview
2. One (1) day of housing overview

2.4 Local boards and commissions presentations

Consultant can prepare and attend local Boards and Commissions regarding place-based planning as an additional fee based on the rate schedule.

2.5 Stakeholder Meetings

Outreach to selected committees, local jurisdictional stakeholders, non-profits and community groups will take place to assist the place-based planning process. During this process initial one-on-one meetings will be planned with key stakeholders from these selected organizations. In order to make efficient use of time, it is recommended that such meetings are planned and coordinated with the assistance of TRPA staff once a week when the P7 management team meetings are taking place.

Deliverable:

1. Eight (8) Stakeholder Meetings over two (2) days

2.6 Organize "Best Practice" Examples

Based on the results of the workshops, the "Best Practice" image database and basin images will be organized by place/transect to assist in refining community visions and providing valuable examples for demonstration projects as well as current development applications

Deliverable:

1. One (1) hard copy and digital PDF file of "Best Practice" examples organized by place; forty (40) pages

2.7 Commercial and mixed use regional market overview

This task involves preparation of qualitative information using available existing information and interviews as an overview of the development market (focus on mixed use and commercial) in the Tahoe basin. It will be based on review and evaluation of existing socio-economic, demographic, employment and development market information of the TRPA member jurisdictions. The intent of this information is to assist TRPA in understanding the amount and extent of new commercial land that would be needed to serve the projected residential population of the Tahoe basin.

Deliverable:

1. One (1) forty (40) page market overview document will specifically address the following in relation to commercial and mixed use development, including:
 - general development market conditions and trends
 - potential demand

- potential development opportunities

2.8 Place-Based Alternative Futures Workshops

The Consultant team will design, facilitate and record the results of community workshops and Working Group meetings in each of the four Tahoe partnership communities. This will take place as the second of three "meeting weeks" in Phase One.

TRPA will be responsible for public noticing of meetings and will assist Consultant in the below tasks. Consultant will be responsible for securing meeting and workshop locations, furniture and equipment; and arranging for refreshments.

Consultant will not be responsible for renting venues; TRPA staff will assist in finding donated spaces for these events. TRPA will provide certificates of insurance to cover meeting spaces/venues.

Deliverables:

1. Four (4) PWG Meetings
2. Four (4) alternative futures workshops
3. One (1) CPT Meeting

2.9 Demonstration Projects Identification

A short list of potential demonstration projects and evaluation criteria will be prepared with the CPT. Three (3) projects will be selected for detailed review and analysis in Step 3.

Deliverable:

1. One (1) memo identifying three (3) selected demonstration projects

2.10 Forum and TRPA Governing Board: Vision Summary Presentation

The local representatives will present the results of community visioning to the Forum. The presentation will focus on reviewing the results of the community visioning workshops with PWGs and local communities.

Deliverable:

1. Consultant will assist the working groups, prepare presentations and coordinate the agenda for the Forum and TRPA Governing Board
2. One (1) slideshow presentation to the Forum and the TRPA Governing Board

2.11 Planning team working week - Transportation and Resource Integration Meetings

PWGs representing local jurisdictions will meet to review workshop results and reports and assist in planning the next series of workshops. The CPT will meet on Thursdays to review local visions in the context of Regional Goals.

A joint meeting will be held with the transportation, TMDL and resource team to review the place-based process and discuss opportunities to engage the public in a variety of critical issues and review potential demonstration projects.

Consultant will coordinate and participate in the third of six CPT meetings to discuss thresholds and adaptive management approaches that can support themes discussed by the local PWGs and Workshop #2. Consultant will brainstorm and refine format for documents based on input from

Step 1. New land use (form based) classifications will be explored TRPA staff and the CPT. Issues and Opportunities identified in Step 1 will be organized geographically.

The Consultant and project partners will review the initial format for plan documents prepared in Step 1. Optional formats for plan documents will be prepared and new land use (form-based) classifications explored with TRPA staff and CPT.

Deliverables:

1. One (1) slideshow with examples of other document formats
2. One (1) Transportation and Resource Team Meeting
3. Four (4) PWG Meetings
4. One (1) CPT Meeting

2.12 Draft Visions and Principles Documents (Workshop Summary Report)

Draft Vision and Principles documents of about 20 pages in length will be prepared for each local jurisdiction. These will include written and graphic visions for each place-based planning area with a focus on balancing the natural, social and financial capital within each jurisdiction. These visions will include community sketches, plans and concepts for the area and will build upon the community planning work that has been done to date. Graphic examples and images will be selected from the "Best Practice" database to provide visual clues as to the desired future conditions for each area. Participants will be asked to identify and prioritize demonstration projects for implementing the community vision.

Deliverable:

1. Four (4) draft Vision Summary Reports

2.13 Organize Draft Regional Policy Documents Framework based on Workshop Themes

The Consultant will complete the review of background goals and policies and will begin to update the document based upon feedback from the issues and opportunities workshop and the immediate feedback provided during the alternative futures workshops.

Deliverables:

1. One (1) brief memo highlighting existing goals and policies that conflict with current community objectives and visions
2. One (1) brief memo highlighting suggested revisions and modifications to the goals and policies document

2.14 Media/Web/Outreach

Consultant will assist in local media and outreach efforts. These services will generally include content on the background and opportunities step of the public visioning process for place-based planning in the following media: local project web pages, newsletter, press release, and a meeting with local newspaper editorial boards. Initially this task will include assisting TRPA staff in developing an outreach strategy for the public visioning phase as the scope is refined and distinct roles and responsibilities are established. Content will also be provided for existing media. TRPA will provide a database for direct e-mail targets. During each step of the visioning process the goals of the communication process will be to provide necessary background information, to notify and generate interest and get people out to workshops and to inform the community of the results. Our team will coordinate with TRPA staff on design and placement and provide first drafts, graphics and proofing of media and outreach materials.

TRPA will be responsible for newsletter printing and distribution, and links to the Pathway website.

Deliverables:

1. One (1) media and outreach strategy memo for place-based visioning Phase One
2. Four (4) community planning question and answer summary sheets
3. Four (4) web pages for each planning area that outline process, meeting objectives and include a document center
4. One (1) press release for newspapers
5. Contents for up to one (1) fliers, one (1) e-mail notice, and one (1) newsletter

Step 3: Action Plan

This step is where strategies are added to the community visions through the Action Plan workshops. Draft Regional Goals, Policies and Strategies are developed based on the local plans. Two Planning Team Working Weeks are scheduled to integrate local plans with transportation and resource goals. The second week will focus on the Draft Regional Policy document. One presentation to the Forum and the TRPA Governing Board is planned in order to receive their input on the draft documents.

This Step involves Step 2 follow-up meetings and pre-meetings with TRPA, local agencies and organizations to prepare for the goals and policies workshops. Informal meetings will be held to check in with local officials.

3.1 Project Management and Administration

This task includes general contract administration. Assist TRPA to refine roles and responsibilities for all parties in the process. Consultant will script community meeting agendas and desired outcomes for the process. Consultant orientation and kickoff meeting will be held to introduce and establish expectations for this step of the project.

TRPA will finalize visioning reports for printing on the web and create new maps to support the visioning process in local jurisdictions.

Deliverables:

1. One (1) memo with updated description of tasks and roles for TRPA staff and agency partners
2. One (1) memo with draft meeting agendas and desired outcomes summary
3. One (1) memo outlining the updated project organizational structure and decision-making approach

3.2 Management Team Meetings/conference calls

Consultant will meet/conference call with TRPA P-7 managers on a bi-weekly basis to coordinate the various planning tasks and community participation activities. Up to six (6) days have been budgeted for these activities.

Deliverable:

1. Six (6) meetings and/or conference calls with TRPA P7 managers

3.3 Local boards and commission presentations

Consultant can prepare and attend local Boards and Commissions regarding place-based planning as an additional fee based on the rate schedule.

3.4 Legal and housing consultation

Legal input will be provided on planning, land use and jurisdictional issues. Discussions will take place with affordable housing consultant on results of plan and vision process related to affordable housing.

Deliverable:

2. Three (3) days of legal overview
3. One (1) day of housing overview

3.5 Demonstration Projects Preliminary Designs

One (1) preliminary design for each of three (3) selected demonstration projects will be prepared that highlight existing conditions and alternative futures identified in workshops.

Deliverable:

1. One (1) demonstration projects preliminary design including digital file (.pdf) of 3-D models and slideshow presentation

3.6 Place-Based Action Plan Workshops

The consultant team will design, facilitate and record the results of community workshops and Working Group meetings in each of the four Tahoe partnership communities. This will take place as the third of three "meeting weeks" in Phase One.

TRPA will be responsible for public noticing of meetings and will assist Consultant in the below tasks. Consultant will be responsible for securing meeting and workshop locations, furniture and equipment; and arranging for refreshments.

Consultant will not be responsible for renting venues; TRPA staff will assist in finding donated spaces for these events. TRPA will provide certificates of insurance to cover meeting spaces/venues.

Deliverables:

1. Four (4) PWG meetings; and
2. Four (4) Community opportunity workshops
3. One (1) CPT meeting

3.7 Demonstration Projects Market Analysis

This task involves preparation of technical information related to identification, review and evaluation of potential identified alternative demonstration projects (redevelopment, infill development, adaptive reuse, etc.). Technical information would be related to:

- type and extent of potential development based on market conditions
- projected development viability and economic feasibility of potential development program(s).

Preliminary concepts will be prepared for three (3) selected sites. A memo will highlight the benefits of reinvestment in these areas.

Deliverable:

1. One (1) written summary of approximately 15 pages in length will summarize the development program, development viability and economic feasibility information for three (3) sites

3.8 Planning team working week Review of Local Vision Reports

This week will follow the typical Planning Team Working Week format.

Consultant will host a meeting with the resource team to refine strategies that will implement the community visions and refine creative strategies for demonstration projects.

One (1) draft policy matrix will be prepared that highlights goals, policies and strategies. This policy matrix will be organized around the themes that are identified during the place-based visioning workshops. This matrix will be a starting point for the update of the codes and ordinances during the next phase of the project.

The study team and project partners will review the format for plan documents prepared in Step 2. The format for plan documents will be used in preparation of the goals and policies documents will set the stage for the update of the codes and ordinances in Phase Two.

The preferred Tahoe basin geographic-based strategy will be used to organize the information in the goals and policies documents.

Deliverables:

1. One (1) page draft policy matrix
2. Final approval of format for policy documents
3. One (1) Map identifying strategies will be developed jointly by Consultant and TRPA staff

3.9 Draft Regional Goals, Policies, and Strategies Report

Local vision reports will be finalized for use by the local jurisdictions and public land managers. The draft report will be the basis for preparing TRPA's Draft Goals, Policies and Strategies documents.

Deliverables:

1. Four (4) final local vision reports – 40 to 50 pages each
2. One (1) draft Goals, Policies and Strategies regional document – 60 to 100 pages

3.10 Planning team working week Review of Draft Regional Goals, Policies and Strategies Report

The typical Planning Team Working Week will focus on a review of the regional Goals, Policies and Strategies document.

Deliverable:

1. One (1) six (6) page addendum to Draft Goals, Policies and Strategies document

3.11 Forum and TRPA Board: Draft Goals and Policies Presentation

Consultant will assist in presenting the Draft Goals, Policies and Strategies Report to the TRPA Advisory Planning Commission and Governing Board. Consultant will assist in preparing a summary slideshow summary of the Working Group, community and Forum process and resulting policies and potential supporting adaptive management concepts.

The PWGs, assisted by Consultant, will present a summary of their alternative future workshops to the Forum. Consultant will assist the PWGs to prepare presentations and coordinate the agenda with the Forum and TRPA staff.

Deliverable:

1. One (1) presentation outlining the draft Goals and Policies to the Forum and Board

3.12 Media/Web/Outreach

Consultant will assist in local media and outreach efforts. These services will generally include content on the background and opportunities step of the public visioning process for place-based planning in the following media: local project web pages, newsletter, press release, and a meeting with local newspaper editorial boards. Initially this task will include assisting TRPA staff in developing an outreach strategy for the public visioning phase as the scope is refined and distinct roles and responsibilities are established. Content will also be provided for existing media. TRPA will provide a database for direct e-mail targets. During each step of the visioning process the goals of the communication process will be to provide necessary background information, to notify and generate interest and get people out to workshops and to inform the community of the results. Our team will coordinate with TRPA staff on design and placement and provide first drafts, graphics and proofing of media and outreach materials.

TRPA will be responsible for newsletter printing and distribution, and links to the Pathway website.

Deliverables:

1. One (1) media and outreach strategy memo for place-based visioning Phase One
2. Four (4) community planning question and answer summary sheets
3. Four (4) web pages for each planning area that outline process, meeting objectives and include a document center
4. One (1) press release for newspapers
5. Contents for up to one (1) fliers, one (1) e-mail notice, and one (1) newsletter

II. Schedule

See attached Table

III. Costs

This is a time and materials contract based on the meeting week format outlined in the scope of services. It is understood that community workshops, PWG and CPT meetings will be held during the same week during each step of the process. As shown in Table 1 – Budget Estimate, the estimated cost to complete the Scope of Services is \$X.

The number of tasks and time allocation can be adjusted to meet the TRPA's budget objectives. If required, additional services will receive prior written authorization and will be based on the Consultant Hourly Rate Schedule. Additional services (such as additional meetings, reports, models, drawings, newsletters) and time can be provided as an additional service.

As noted in the Scope of Services, this cost estimate assumes that TRPA staff resources will be made available for the number of hours identified under each task, and that TRPA will pay all costs associated with the community outreach efforts including mailings, production of posters and banners and newspaper advertisements.

Consultant will organize and pay for beverages/snacks services for community workshops. TRPA will be responsible for supplying beverages/snacks for PWG Meetings and the CPT.

Consultant will also be provided with on-site office space to facilitate information sharing and access. Use of TRPA copying and printing facilities will be made available as necessary to prepare for meetings and workshops.

Consultant Hourly Rate Schedule

Principal.....	\$ 180.00/Hour
Legal	\$ 175.00/Hour
Technical Expert	\$ 175.00/Hour
Facilitator	\$ 175.00/Hour
Senior Planner	\$ 120.00/Hour
Outreach Manager	\$ 95.00/Hour
Assistant Planner	\$ 95.00/Hour
Administration	\$ 65.00/Hour