

Lake Tahoe Shoreline Planning Initiative

Stakeholder Assessment: Findings & Recommendations

Prepared by: Senior Mediator Gina Bartlett
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Overview

At the invitation of the Tahoe Regional Planning Agency (TRPA), the Consensus Building Institute (CBI), an impartial nonprofit that helps groups collaborate, conducted a stakeholder issue assessment to inform TRPA's Lake Tahoe shoreline planning initiative. Shoreline policies provide TRPA with direction around the rules on the structures that support access and environmental protection along and on Lake Tahoe: including docks, piers, buoys, and boat launches.

Previous attempts to update policies have been controversial and resulted in litigation. However, with regional plan implementation underway and backing from the League to Save Lake Tahoe and the Tahoe Lakefront Owners' Association, among others, TRPA is again initiating shoreline planning to update its ordinances. As a first step to assist in creating a transparent collaborative effort, TRPA enlisted CBI to work with stakeholders and staff on developing scientific and technical information through a methodology known as joint fact finding and to provide mediation and facilitation services during policy development. Consistent with mediation best practice, CBI began its involvement with the Lake Tahoe shoreline initiative with this stakeholder issue assessment. A stakeholder issue assessment aims to understand the history and range of issues, learn more about stakeholders and their interests, and identify opportunities for building consensus all with an eye toward designing a process that manages the specific conditions of a situation.

During early 2016, CBI Senior Mediator Gina Bartlett conducted 21 in-depth confidential interviews with 34 people representing California and Nevada, agency staff, TRPA Governing Board and Advisory Planning Commission members, business, environmental, health and safety, homeowners, and recreation interests to learn more about the range of perspectives on shoreline planning and policy development.

This briefing summarizes interview findings, the issues of concern, and recommendations for the process moving forward. This brief report cannot do justice to the deep knowledge, experience, and nuances of the stakeholders interviewed. Rather, the report reflects key themes and general concerns that will help shape the way forward. CBI has sought to present these findings, in its role as an impartial mediator, as accurately and fairly as possible. Any errors or omissions are the sole responsibility of CBI.

Findings

The following summarizes findings from interviews with the Consensus Building Institute. Stakeholders articulate interests in several areas of policy: public access, marinas, private access, public health and safety, low lake level adaptation, and resource management approaches. Stakeholders also made suggestions on the process and joint fact finding and identified related planning efforts.

Conditions are Ripe. Stakeholders repeatedly suggest that conditions are ripe to move forward; interviewees believe that reaching consensus on TRPA shoreline policies is likely. Nearly all interviewees are optimistic that the interested parties are going to be able to work through the necessary issues to craft effective policies and implementing provisions governing the shoreline. Many interviewees feel that continuing with the status quo (TRPA's partial permitting program) isn't really serving the lake and that something needs to be worked out on shoreline policy. Interviewees envision a suite of policies that would smooth the way for implementing improved lake access that meet public and private interests.

As one stakeholder suggested, “new policies would be clear, reduce conflict, and facilitate approval of proposed projects.”

Access and the Lake Tahoe Experience. Access to Lake Tahoe is the key emergent theme from the interviews and cuts to the heart of the Tahoe identity and experience. Interviewees view Lake Tahoe as a “national treasure.” Stakeholders have a deep affinity for the lake and a strong sense of place for which Lake Tahoe is the signature identity. Within this high value, accessing the lake equals privilege. Interviewees report that lake access ties into longstanding perceptions of the “haves:” lakefront homeowners that can “buy” immediate access. And, the “rest of us” who have to find a way to access the lake. Interviewees caution that while everyone believes that all lakefront homeowners are wealthy (and some are), this is not always true. The local economy can also be tough given its heavy reliance on tourism and recreation, which makes it more sensitive to economic downturns and slow to recover. Regardless, these perceptions and the reality of the local economy are underlying sources of conflict on shoreline policies.

Recreational Access is a primary focus of shoreline policy for interviewees. All interviewees support recreational access on the lake. “People need to be able to get out on Lake Tahoe.” Stakeholders suggest that previous attempts to solely focus on structures misses the critical issue of public access and boating access, in particular. However, one interviewee articulated that structures can either provide access or obstruct it, and some structures can do both.

High Public Use.

Stakeholders report the perception that day visitors to Lake Tahoe are increasing, and “parks are being loved to death,” due to high traffic and many visitors. Although most interviewees suggest that there is only a handful of days with too many boats on the lake, many identify the need for more boat launches, in particular public ramps and ones that are functional when lake levels are low. Someone reports that public ownership of lakefront parcels has increased to 47% in 2007 from 19% in 1971. Interviewees express concern that there is not enough public access and that the lack of facilities limits access.

Design.

Interviewees suggest that policies must provide for a process that creates well-designed new lake access facilities that accommodate the needs of visitors and different kinds of use (boating, paddle boarding, swimming, etc.).

Boating.

A number of interviewees identify boating as a central issue and would like to see boating addressed as a system. Interviewees would recommend examining boating use more generally with consideration of overall use rather than as a function of who has a pier or buoy. Interviewees suggest that policies should think about and provide for affordable powerboat access, indicating a shortage of affordable ramps. Interviewees are unclear about impacts associated with boating, but assume air and water quality impacts and minor sediment disruption. A few said that current scientific understanding does not indicate that boating degrades water quality so this is recommended as a question for joint fact finding. A few interviewees talk about user conflicts, with swimmers and non-motorized boaters frustrated by motorized boats. Of particular note, is the recommendation that policies allow for classic and vintage watercraft for use on Lake Tahoe.

Balance Access and the Environment.

Some would hope that shoreline policies could move Lake Tahoe toward more sustainable boating practices. Nearly every interviewee cites the two-stroke engine ban (on jet skis) as an example of how change can be beneficial to the environment and still support boating and commercial interests. Interviewees suggest that policies should be able to strike a balance between access and the environment.

“It’s difficult to know where that balance is exactly, but finding it is important.”

Marinas.

Interviewees recommend that shoreline policy should specifically address marinas. Interviewees report that marina owners are often stewards of the lake and rely on the quality of the lake to sustain their businesses. Marinas are sensitive to and must be responsive to regulations. Dredging, illegal buoys, and low lake levels are significant issues for marina owners.

Structures.

Some structures are necessary to support all types of access on the lake. Boating access (marinas, slips, and ramps), piers, and buoys affect the ability of users to access the lake. Some interviewees feel that people do not like seeing piers and buoys when viewing Lake Tahoe. A few interviewees suggest revisiting ordinances related to scenic resources (how things look) because they are complicated to implement. Also, interviewees suggest that the planning process might consider extending piers or revising the pier head line to accommodate waterborne transit and variations in the natural underwater topography.

Interviewees speak favorably of public piers because they offer a special experience of walking out on the lake. One interviewee observed that most public piers are currently associated with a restaurant or boat launch and joins with others to support the idea of encouraging more multi-use public piers.

Enforcement.

Interviewees report that the lack of enforcement on illegal buoys has serious implications. People with legitimate, permitted buoys (that they have paid for) can have someone drop an anchor next to them without fees or permits. If the boat breaks loose, it can cause significant damage to other boats and facilities.

Dredging.

Dredging is used to deepen the lake or channel for safe boat passage. Current policy requires the applicant to demonstrate that new dredging is beneficial to existing shorezone conditions and water quality and clarity. Interviewees report that low-lake levels limit launch access points and create crowding, lines, and parking constraints. Policy severely limits the ability to dredge and thus, the ability to make boat launches available in low water conditions. Some interviewees wonder if one-time dredging to deepen areas around docks or boat launches might have less impact on water clarity and quality than repeated disturbances that each boat causes in shallow water. Interviewees recommend that dredging be considered in the policy process.

“Tahoe is a wonderful place. No matter if people disagree, everyone still loves Tahoe and want to do what’s right for the lake.”

Private Landowners and Access.

Private access generally refers to policies that would apply to individual home or landowners or groups of homes, often organized into homeowners associations, on the lake. Many of these homes and associations have piers, docks, or buoys to access the lake for motorized and non-motorized boating, paddle boarding, swimming, viewing, and other lakefront activities. While some interviewees can appreciate that lakefront owners probably feel that they have a right to a pier and buoy(s), most interviewees seem to recognize the need for a balance between property rights and the environment, including many lakefront owners who view themselves as both environmentally and private property-rights focused. Some interviewees doubt that many new piers would even be built if policy changed to allow for new construction, and others suggest that a demand for

private piers and buoys exists given the many years of restrictions on construction. However, most want clarity on what they can and can't do. Interviewees would like a system that permits structures to support recreation. One stakeholder suggests using policies to incentivize owners to make improvements, such as updating decaying structures and reducing the footprint or visual impact of those structures. Interviewees report that private structures can offer safe harbor for distressed boaters and swimmers. Interviewees also suggest the possible need for unique policies for homeowner associations recognizing that they have different issues than public facilities, single homeowners, and marinas. One interviewee reminded that fees associated with private structures provide revenue for Lake Tahoe environmental programs and scientific research.

Public Health & Safety. First responders or emergency personnel need access to the lake to provide emergency assistance and sometimes to fight forest fires. Recent low lake levels have limited emergency response access because boating facilities are unavailable due to low water levels. Interviewees concur that first responders need a permanent solution to access. Improving access is currently challenging in some locations due to constraints on dredging. The emergency teams work out temporary arrangements to ensure they can get on and *off* the water – the latter being particularly sensitive because it can involve carrying injured parties off the lake. Interviewees recommend that emergency access staff take a more systematic approach to identify the best locations for stations around the lake and figure out how to make the necessary access available.

Low Lake Level Adaptation. Recent drought-induced low lake levels have left piers high and dry and severely limited the usability of boat ramps, raising a number of crosscutting issues that affect policy. Interviewees recommend that the planning process grapple with these issues as an overarching theme that needs special attention. Low lake levels affect the ability of emergency responders to reach people in need on the lake. And, interviewees question the necessity of extending piers to accommodate temporarily low lake levels. Low lake levels affect public access, private access, including marinas and buoy fields, so interviewees support considering these issues as part of the planning initiative.

Adaptive Resource Management Strategy. Several interviewees recommend looking at resource management approaches instead of carrying capacity and numerical caps on structures. Resource management is being used in California State Parks and elsewhere to manage sites. The practice defines baseline resources and then monitors those resources over the years. When impacts on the resource become evident, the resource manager adapts use to manage those impacts. For example, if seeing impacts on vegetation from hiking, a land manager might relocate the trail. Resource managers prefer this tool to carrying capacity to manage use conflicts. Interviewees report that carrying capacity's high variability creates significant challenges for resource management. For example, a facility might have a dramatic change in visitors depending on holidays or weather. Another interviewee said a challenge of carrying capacity is the social interpretation necessary to determine management – is it an urban beach in which 20 square-feet is sufficient or a more natural experience, and how does a manager decide.

Despite these challenges, one interviewee noted that TRPA is bound by the Bi-State Compact to achieve and maintain the environmental threshold carrying capacity standards so any alternative approaches must be consistent with TRPA's legal requirements to meet the thresholds. Lastly, interviewees remind that policies and programs will need measurable targets for evaluating success over time.

Opportunity to Streamline Approvals and Permitting. Interviewees suggest that a value of shoreline planning may be clarifying the different agencies' roles and regulations for the public and streamlining policies across agencies when possible. Several interviewees acknowledge that the public can find navigating multiple agencies for approvals confusing. For example, a single buoy may or may not need a permit from at least 3 different agencies among other requirements. Shoreline planning could make permitting and approvals, including the roles of the different agencies, clearer for the public.

Another suggestion that interviewees identified is to look for opportunities to eliminate multiple permits when possible. For example, some question the need for TRPA to permit buoys if the California State Lands Commission and Nevada Division of State Lands, as landowners, are already authorizing buoys. A few interviewees suggested that it might make sense to take TRPA out of the local permitting process where possible, such as the suggestion that TRPA might be able to delegate authority to NV / CA State Lands on buoys. Stakeholder agency comments emphasize the need to work within the jurisdiction and unique responsibilities of the specific agencies.

A few interviews underscore the importance of having alignment on policies among all the agencies with jurisdiction in Lake Tahoe. Interviewees would like to make sure that regulations are consistent across agencies and conflicts are managed or reconciled between agencies whenever possible recognizing that each agency must comply with its statutes and state laws. For example, if TRPA changes its regulations on fish habitat, stakeholders note that the change could only be implemented if the Lahontan Regional Board also conforms its basin plan, and both agencies used consistent frameworks and data.

Public Trust.

Both California and Nevada claim ownership for the lakebed below the low water line. These lands are subject to the public trust doctrine and managed by each respective state. A public trust easement between the low and high water (6228.75ft) line exists in California, but Nevada does not claim such an easement. Some suggest that crafting a shoreline plan lake-wide could be difficult since laws differ between the two states. Others do not anticipate that the public trust easement will affect shoreline policies.

Related Planning Issues. TRPA is a planning organization with a number of initiatives going on in Lake Tahoe. Interviewees recommend that TRPA outline the relationship between shoreline planning and other efforts, including regional plan implementation, total maximum daily load (TMDL) plan, nearshore, and the bi-state

science advisory council. Another interviewee would recommend that TRPA develop an integrated approach to monitoring, considering its thresholds and the multitude of efforts underway on the lake.

Aquatic Invasive Species

Everyone interviewed supports efforts to address “AIS” as critical for the health of Lake Tahoe.

Nearshore

Nearshore is the area that one sees and experiences when walking or recreating in or near the shallow lakeshore waters. The public perceives that nearshore conditions are degrading, citing algae on rocks and murky water. For planning purposes, the nearshore is on a separate planning track. Stakeholders suggest two things: that the trajectory of nearshore work and shoreline planning need to remain independent yet inform one another. And, that the public will likely not distinguish between nearshore and shoreline so public information and engagement activities will have to link the two.

Science Advisory Council.

Stakeholders recommend that the planning effort integrate TRPA’s bi-state science advisory council, once up and running, as appropriate.

Transportation.

Several interviewees link transportation and traffic to access with some wondering aloud if bad traffic and lack of parking is a constraint on recreational access. Interviewees report that the possibility of water transit could also assist, but would need the appropriate piers to off-load passengers. A few interviewees suggested that one advantage of piers and buoys at private properties is that it reduces vehicle miles travelled, positively affecting transportation and air quality goals.

Tahoe Keys.

Although the Tahoe Keys lagoon is defined as a separate system from Lake Tahoe, many feel that the large amount of lake access through the Tahoe Keys has a significant impact on the lake and might need to be integrated in some way.

Shared Funding.

A few interviewees urged that funding and responsibilities for programs and other shoreline endeavors be shared broadly among all the parties, expressing concern that private landowners sometimes seem like the primary source.

Process Suggestions and Joint Fact Finding. The interested parties report that they are ready to come together and craft shoreline policies. Interviewees recommend focused dialogue among key parties punctuated by strong public engagement activities to inform the broader public about shoreline issues and to create widespread support for planning outcomes. Some stakeholders are interested in building in opportunities for

feedback from the TRPA Governing Board, as the ultimate decision maker, as part of the planning process. Because the TRPA Governing Board must adopt any final outcome of the shoreline planning process, several interviewees recommend vetting proposed policies with the Regional Plan Implementation Committee because it has bi-state and local government representation and possibly with the Local Government Committee (both are standing committees of the TRPA Governing Board) to ensure policies are on track and to resolve any challenging issues that emerge. Interviewees encourage a quality planning document with a strong scientific foundation driven by information gathering and discovery rather than a pre-determined outcome.

To support policy development, the agencies and stakeholders need sound scientific and technical information, drawing on those with the necessary expertise. Interviewees report that existing policies are out-of-step with current scientific understanding on fish habitat (spawning areas and feed and cover). In response to questions, interviewees identified the kinds of technical and scientific questions that would be helpful to understand to support effective policy development. The appendix outlines a number of questions that interviewees identified for consideration in the science and technical baseline to support policy development.

Stakeholders also recommend building consensus on the baseline inputs that will inform the environmental document. The baseline work was the subject of litigation in the 2008 plan to change shoreline policy. Interviewees also recommend bringing forward information from previous efforts that could be helpful.

Stakeholders have differing viewpoints on how the lake is doing. Many question whether lake activities and even piers or buoys have any significant impacts on water clarity, quality, or other environmental conditions. As part of this process, many suggest that surveying existing piers and buoys as well as studying the impacts of boating will be necessary to understand the situation on the lake.

Recommendations

With the goal of developing consensus and widespread support for shoreline policies, codes, and ordinances for the Tahoe Regional Planning Agency, CBI would recommend the following process design for the shoreline planning initiative. After releasing its draft interview findings, CBI consulted with stakeholders to determine the best approach to planning, outlined below. CBI will present this proposed process design to stakeholders through consultation meetings and to the TRPA Governing Board at its April meeting, which is open to the public. Once CBI has received feedback, CBI will refine the process design and finalize this report.

Initiate Transparent Information Sharing and Public Engagement.

Previous efforts to develop shoreline policy have been met with public controversy and conflict. CBI recommends creating a transparent public information-sharing campaign and creating opportunities for members of the public to understand efforts underway, ask questions, and provide input on the baseline, policy, and code development. A web site with up-to-date information about the planning process and draft planning document would be a vital tool for information sharing. CBI would work with TRPA staff and stakeholders to create an engagement plan to tailor engagement activities (workshops, briefings, online opportunities) to local preferences. The Joint Fact Finding Committee and Stakeholder Advisory Forum meetings would be open to the public. Lastly, TRPA would rely on its established public meetings of the Governing Board, the Regional Planning Implementation Committee, and the Advisory Planning Commission as yet another venue for public input.

Collaboration on the Shoreline Planning Initiative

A number of entities would collaborate on shoreline planning, each with different roles and responsibilities. The following summarizes the proposed roles and decision-making in the planning process.

Shoreline Steering Committee.

TRPA would convene a Shoreline Steering Committee to set the policy framework and context for planning. The Shoreline Steering Committee would frame key issues and recommend the approach and policy direction to address planning issues. The committee would work to build trust in the process and to provide overall direction. CBI would recommend that the Shoreline Steering Committee stay small and focused and be made up of the primary agencies issuing approvals for shoreline activities as well as an environmental interest, private landowner, and marina interest group representatives. TRPA would convene the Shoreline Steering Committee.

Joint Fact Finding Committee.

TRPA would also convene a Joint Fact Finding Committee. This committee would set the direction for technical work. Its tasks would include framing studies, agreeing on information to be used for the planning process, identifying information gaps and determining methodology to fill those gaps, guiding action to complete technical work, and framing specific targeted questions for the Bi-State Advisory Council or others. To

ensure credibility, CBI will work with the Steering Committee and stakeholders on membership of the JFF Committee. Membership would consider agency technical staff, scientists with expertise on shoreline and Lake Tahoe, and stakeholders with a scientific background or technical expertise. TRPA would convene the committee. Meetings would be open to the public.

Stakeholder Advisory Forum.

TRPA would convene a Stakeholder Advisory Forum. The forum would help shape the process by providing a venue for diverse stakeholder interests to come together to weigh in on the planning issues at milestones. The forum would include, but not be limited to, business, environmental, homeowners and homeowners associations, real estate, and recreational (non-motorized and motorized boating, parks, etc.) interests. Meetings would be open to the public.

Work Groups, Ad Hoc Meetings, and Consultations.

CBI would also recommend that TRPA periodically convene, in consultation with the Shoreline Steering Committee, work groups and ad hoc meetings to help develop the details of proposed policies and implementing provisions and to tackle specific information needs and tasks tied to expertise. In addition, TRPA or other steering committee members would consult with other interested parties at key points to deepen their understanding of those parties' interests and address potential concerns.

For example, the TIE Steering Committee is made up of executives from public agencies working in the Tahoe Basin. Staff would periodically brief and consult with the TIE Steering Committee. Committee members will provide cross-agency perspectives on planning issues. CBI would recommend convening marina owners to understand issues and concerns of marinas as well as verify that existing information is current. The Shoreline Planning Initiative could also rely on the existing Shoreline Review Committee that involves all of the agencies to think strategically and suggest options for streamlining approval and permitting.

TRPA Advisory Planning Commission.

By its charter, the APC must recommend policy or provide pre-approval before it goes to the TRPA Governing Board. The APC would review and consider recommending the final "package" of policies, codes, and ordinances to the TRPA Governing Board. During the planning process, the APC would provide input on technical issues after receiving briefings at planning milestones. The TRPA Governing Board could assign topics to the APC for development or review, or the APC could decide to tackle a particular issue through the planning process. The APC would also consider Stakeholder Advisory Forum input during its deliberations.

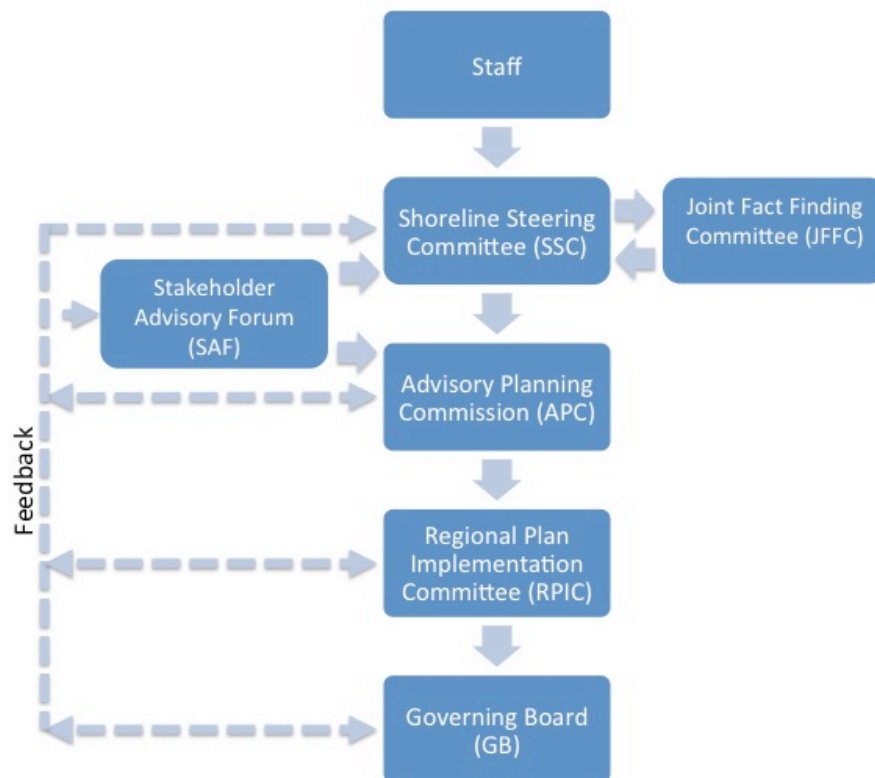
TRPA Regional Planning Implementation Committee.

As a committee of the TRPA governing board, the RPIC's charter requires it to consider amendments to the regional plan and code. To that end, the RPIC would review and consider recommending the final "package" of policies, codes, and ordinances as well as the environmental document to the TRPA Governing Board. During the planning process,

the RPIC would receive regular briefings to vet the planning approach and resolve conflicts that might emerge through shoreline planning. The RPIC would advance options and recommendations to the board for resolving conflicts if they arise during planning. The RPIC would receive and consider public comments through its meetings.

TRPA Governing Board.

The TRPA Governing Board adopts the shoreline policies, codes, and the environmental document. The Governing Board is the final decision maker. During the planning process, TRPA staff would provide periodic briefings to the board at planning milestones seeking feedback and guidance on approaches and proposals.



Planning Elements

Although not a linear, sequential process, the planning process includes a number of elements, products, and steps to support the successful completion of this effort. Each element would be iterative and build off the other. TRPA staff, with some consulting assistance, would conduct planning and technical work to develop these elements, working through the collaborative process to develop straw proposals to be vetted with the public and governing boards and committees.

1. **Goals for Shoreline Planning.** The goals for planning would help frame the scope and intent of the planning process.
2. **Joint Fact Finding, Scientific Analyses, and Baseline Development.** Collaborative work would frame scientific and technical questions to support the overall planning process.

Joint Fact Finding would bring together scientists and staff with technical expertise to identify information to develop sound policy and inform the environmental document's baseline.

3. **Policy Development.** The planning effort would yield a conceptual plan and set of policies for TRPA on shoreline.
4. **TRPA Codes and Ordinances.** The conceptual plan and policies would be crafted into codes and ordinances to guide TRPA approvals of request for shoreline activities.
5. **Environmental Document.** The environmental document would comply with the Compact Article VII environmental review requirements, necessary before TRPA's governing board can consider adopting the policies, codes, and ordinances.
6. **TRPA Governing Board Considers for Adoption.** The ultimate decision maker on TRPA policy, codes, and ordinances, the TRPA Governing Board would consider adopting the final package outlined above.

Conclusion

The Consensus Building Institute found conditions ripe for working through shoreline planning issues associated with TRPA policies, codes, and ordinances. Stakeholders express optimism that this effort will yield a productive outcome. Given the high level of interest in access to Lake Tahoe generally and the history of conflict on Lake Tahoe shoreline in particular, CBI would recommend developing a transparent information sharing and public engagement approach to ensure stakeholders and the interested public are able to learn about and contribute to this important effort. CBI also outlines a collaborative effort that draws on a focused Steering Committee to frame the policy approaches, a Joint Fact Finding Committee to guide technical work and scientific inquiry, and a stakeholder forum to provide diverse public input with robust engagement with two TRPA Governing Board working committees (Regional Plan Implementation Committee and the Advisory Planning Commission) as well as public involvement through consultation, ad hoc meetings, and works groups.

About the Consensus Building Institute and Gina Bartlett

Founded in 1993, the Consensus Building Institute improves the way that community and organizational leaders collaborate to make decisions, achieve agreements, and manage multi-party conflicts and planning efforts. A nationally and internationally recognized not-for-profit organization, CBI provides collaborative problem solving, mediation, and high-skilled facilitation for state and federal agencies, non-profits, communities, and international development agencies around the world. CBI senior staff are affiliated with the MIT-Harvard Public Disputes Program and the MIT Department of Urban Studies and Planning. Learn more about CBI at: www.cbbuilding.org

Gina Bartlett is a senior mediator at CBI. Based in San Francisco, she has mediated many complex policy issues related to water and natural resources management over the last 20 years. She is on the national roster of the U.S. Institute for Environmental Conflict Resolution and has a Master's degree in Conflict Analysis & Resolution. Learn more about Gina at: <http://www.cbbuilding.org/about/bio/gina-bartlett>

Interviewees' Key Questions for Joint Fact Finding

During the course of interviews, participants identified the following questions for joint fact finding. While not a comprehensive list of questions for scientific study to consider, they provide a starting point to inform the planning initiative.

General

How will climate change affect lake management? (flora, fauna, lake temperatures)
How should policies manage for climate change (low lake levels in particular)?
How can environmental thresholds be used to evaluate and monitor the impacts of access?

Public Health and Safety

How is public health and safety access distributed across the lake?
Are ingress / egress issues all related to low lake levels?

Public Access

How do people use the lake? Where is demand concentrated?
Where do people access the lake?
Is there enough parking?
Are there enough marinas to meet demand?
Does the lake need more boat ramps?
What are the estimates of current boating?
What are the impacts of boating? (water quality impacts, air quality impacts, other)
What is the effect of boating on the near shore?
What threshold indicators does boating impact? What other resources are impacted?
What are the impacts of piers and buoys?
How many buoys are there and where are they? How many are permitted? How many lack permits or are illegal?
How many piers are there? Where are they located?

Fish Habitat

What is the impact of rock cribbing (jetties with rocks) or rock pilings?
What is the impact of constructing piers and having piers in the water on fish?

Interviews and Participants

(Alphabetical by last name)

1. Shelly Aldean, Carson City Representative & Placer County Supervisor Larry Sevison, Tahoe Regional Planning Agency (TRPA) Governing Board
2. Laurel Ames, Cindy Ochoa, and Harold Singer, Sierra Club
3. Jan Brisco, Tahoe Lakefront Owners' Association
4. Chief Mike Brown, North Lake Tahoe Fire Protection District
5. Mark Bruce, Governor of Nevada Appointee, TRPA Governing Board and Vice-Chair of the Regional Plan Implementation Committee
6. Dana Dapolito, Nevada State Parks
7. Darcie Goodman Collins, Executive Director, & Jesse Patterson, Deputy Director, League to Save Lake Tahoe
8. Charlie Donohue & Elizabeth Kingsland, Nevada Division of State Lands
9. Tiffany Good, Wendy Jepson, & Paul Nielsen, TRPA Current Planning Division
10. Bob Hasset, Lake Tahoe Marina Association
11. Blane Johnson, Incline Realtors Association
12. Ken Kasman and Jennifer Cannon, TRPA Research & Analysis & Long Range Planning Divisions
13. Jennifer Lucchesi, Executive Officer, & Jason Ramos, California State Lands Commission, with Deputy Attorney General Christine Sproul and Jessica Tucker-Mohl, California Attorney General's Office
14. Robert Larson & Mary Fiore-Wagner, Lahontan Regional Water Quality Control Board
15. Marilyn Linkem, Superintendent for the Sierra District, California State Parks & Steve Musillami, Manager, Planning and Design
16. James Lawrence, Vice Chair, TRPA Governing Board, and Nevada Department of Conservation and Natural Resources
17. Joanne Marchetta, Executive Director, & Brandy McMahon, Principal Planner, Tahoe Regional Planning Agency
18. John Marshall, General Counsel, TRPA
19. Steven Merrill, Tahoe Fund
20. Clement Shute, Governor of California Appointee, TRPA Governing Board and Chair of the Regional Plan Implementation Committee
21. Patrick Wright, California Tahoe Conservancy