



**TAHOE DONNER ASSOCIATION  
2018 BOARD DIRECTOR VACANCY**

**APPLICANT QUESTIONNAIRE**

11509 Northwoods Blvd., Truckee, CA 96161

Name: Nan Meek Date: Dec. 7, 2018

**QUESTIONS:**

1. What are your qualifications for joining the Board of Directors?
2. If appointed to the Board, what do you hope to accomplish over the next six months?
3. In your opinion, what are Tahoe Donner's long-term issues? If appointed, how do you propose to address those issues?

**NOTE:** Please submit your answers to these questions along with your completed application packet. Completed application packets are due to either Member Services at Northwoods Clubhouse or electronically to [electionscommittee@tahoedonner.com](mailto:electionscommittee@tahoedonner.com) in PDF format by December 10, 2018 at 4:00 p.m. If you have any questions, please contact the Elections Committee at [electionscommittee@tahoedonner.com](mailto:electionscommittee@tahoedonner.com).

**Nan Meek – Applicant Questionnaire, December 7, 2018**

**1. *What are your qualifications for joining the Board of Directors?***

**Tahoe Donner governance experience.** As a member and co-chair of the General Plan Committee, as chair of the GPC Communications Subcommittee, and as chair of the Blue Ribbon Equestrian Panel, I have worked with many volunteers, staff and Board members for the good of Tahoe Donner on a broad range of issues. That experience, plus the depth and breadth of my knowledge about Tahoe Donner's past and present, gives me the tools I need to be an effective Board member on day one.

**Problem-solving perspective.** My problem-solving skills were developed through many years of managing creative services and scientific staff, outside contractors and manufacturers, and volunteer advisory boards. To move Tahoe Donner positively into its future, we need to understand the nature of our disagreements, but also be attuned to our common ground. My committee work in Tahoe Donner has given me insight and perspective into both.

**Financial responsibility.** In my professional career, I have had bottom line financial responsibility for product lines and business units for corporations and in small businesses. I balanced fiscal accountability and prudent spending to reduce expenses with robust marketing and innovative customer service to increase revenue. This is the balancing act I still deliver in my consulting practice and in my volunteer service for Tahoe Donner and other organizations.

**Board and HOA experience.** I am a former president of my primary residence's HOA, and a former chair and current board member for a regional equestrian organization. I have board experience moving organizations forward through difficulties and controversies. While I prefer my board work to be analytical, objective, and collaborative, I will also stand strong for what my conscience tells me is in the best interest of the organization.

**2. *If appointed to the Board, what do you hope to accomplish over the next six months?***

**Safety and emergency preparedness.** Several members of my family lost their homes to the recent wildfires. Both my primary residence and my home at Tahoe Donner are located in high risk fire areas. This issue is personal for me, and the Board has no greater responsibility than to do everything possible to ensure the safety of this community.

- I will proactively plan for the safety of our community, applying knowledge from experts to Tahoe Donner policies and procedures, and by working with the larger community on regional responses and solutions.

**Understand changing member needs.** Tahoe Donner continues to evolve and our membership appears to be more diverse than ever: widening owner demographics, multigenerational homes, telecommuting part-time residents, longtime owners now retired on fixed incomes, and so many others. Learning more about changing member needs is essential both to prepare Tahoe Donner for the future, and to provide the best possible member experience in the present.

- I will continue to support the development of the membership survey, implementing its results in decisions going forward and promoting continuous dialog with members about their needs, hopes, and preferences for Tahoe Donner, using new and traditional communications methods.

**Bring Tahoe Donner together.** As we are becoming a more diverse community, we also seem to be becoming a more polarized community. This polarization is both a result of our diversifying membership and an example of how instant communication platforms can inflame issues rather than contribute to their resolution. Communications should help us resolve our differences, not aggravate them.

- Using my experience in marketing and public relations, I will work to expand the scope of our member communications to bring members together in pursuit of creative solutions for the community, as well as to inform, educate and create productive dialog.

**3. *In your opinion, what are Tahoe Donner's long-term issues? If appointed, how do you propose to address those issues?***

**Technological Innovation.** It can be difficult for organizations like Tahoe Donner, and for mountain areas like Truckee, to keep up with the rapid pace of technological development. But there are many reasons we must. Technology can help us better understand member perspectives and needs. It can give us insight into solutions to financial and operational challenges. It can enhance member communications and encourage more participation by part-time residents. It can help Tahoe Donner remain an attractive community for increasingly mobile and connected generations. It is essential that we invest in our own infrastructure and work with regional partners to improve our connectivity.

- I propose that staff and committees research avenues for technological innovation and identify opportunities for technological improvement, and that the Board consider these recommendations for funding in the next budget cycle

**Emerging issues.** Our members, committees and Board are dealing with a number of extraordinary challenges: increased fire risk and decreased snow pack due to climate change, rising costs due to government mandates and economic changes, and aging facilities that may be nearing the end of their functional lives. However, the most challenging long term issues facing Tahoe Donner are those that we are not prepared to deal with because we have not yet identified them. As an organization, we do not know what we do not know, but we do have an extraordinary asset that can help us identify and understand the emerging issues facing our community: our members, who have a wealth of experience in many areas of expertise.

- I propose that the Tahoe Donner Board and its chartered committees identify and address emerging issues as an essential part of their ongoing work, and that an annual Emerging Issues Forum be held for members and the wider community to raise awareness, generate discussion, and provoke action.

## **NAN MEEK**

### **EQUESTRIAN MARKETING CONSULTANT**

*Market analysis, marketing plans, product development, branding, promotion, publicity, advertising, marketing communications, social media, event management, sales and sales management*

Nan is an experienced equestrian marketing professional with demonstrated expertise in product marketing, communications, publishing and business management. Analytical and creative, with excellent interpersonal skills, she combines insight gained through experience with natural creativity to help clients solve problems and achieve success.

### **PROFESSIONAL EXPERIENCE**

#### **Principal, Nan Meek Equestrian Marketing, Montara, CA, 2018**

Helping equestrian businesses flourish, Nan Meek Equestrian Marketing provides expertise in all aspects of marketing for equestrian businesses looking to expand, start up or diversify. From marketing plans to sales programs, advertising and public relations to social media and classic communications, Nan Meek Equestrian Marketing helps equestrian businesses succeed.

#### **Partner, Dark Horse Media Biz, Montara and Petaluma, CA, 2009 – 2017**

Dark Horse Media Biz provided marketing, public relations and communications for equestrian businesses, organizations and associations, including marketing plans, public relations programs, advertising campaigns, eblasts, email newsletters, social media campaigns, promotions, publicity and equestrian community liaison programs for equestrian businesses from small startups to international companies.

#### **Principal, Nan Meek Consulting, Montara, CA, 2005 – 2008**

Sold \$110,000 in ads annually, managed 60 advertising accounts, wrote up to four articles monthly, staffed two trade shows per year and covered up to ten equestrian events annually for primary client, Riding's Publications. Provided marketing, public relations, and editorial consulting for equestrian and specialty businesses.

#### **Ad Sales Rep > Ad Sales Manager, Half Moon Bay Review, Half Moon Bay, CA, 2003 – 2005**

Sold ads and managed accounts for 50 clients, then added management of two other sales staff, covered additional sales territories during staff turnover and recruitment.

#### **Manager, Oak Knoll Equestrian Center, San Gregorio, CA, 2001 – 2002**

Managed all aspects of a 40-horse facility for dressage and hunter/ jumper clients. Managed staff and vendors, client and trainer relations, developed and maintained safety policies and procedures, supervised facility repair and maintenance, organized and managed events.

#### **Sales > Niche Sales Manager > National Sales Manager, Sugo Music, Half Moon Bay, CA, 1999 – 2001**

Sold retail play-and-sell music systems, then managed business-to-business sales staff and developed new business niche channels, eventually managed national sales staff.

*Nan Meek Resume, page two of two*

**Owner/Manager, Stonewood Farm, Petaluma, CA, 1992 – 1999**

Developed a 50-horse boarding and training facility from a small 12-horse operation on 20 acres. With co-owner, designed facility expansion, managed ongoing construction, repair, and maintenance. Managed boarder and trainer relations and business finances. Planned and hosted clinics and other equestrian events for boarders and the public.

**Marketing Management, Shaklee Corporation, San Francisco, CA, 1981 – 1996**

- **Manager, Product Marketing, 1991-1996:** Managed multiple product lines with \$16 million total annual sales, including quarterly new market analyses, marketing plan development, financial analysis, new product development and branding, re-branding and re-positioning existing products, public speaking and presentations for audiences of up to 5,000 attendees.
- **Manager, Publications, 1986-1991:** Managed consumer publications supporting network sales of \$300 million annually, including developing monthly magazine content; assignments to writers, photographers, artists and designers; ad concept development and creative direction.
- **Supervisor, Print Production, 1981-1986:** Managed vendors responsible for producing over \$1 million annually in printed materials, including project management, in-house proofing, and offsite press checks at print vendors throughout the U.S.

**Customer Service Representative, S. F. Web Offset Printing, Brisbane, CA, 1980 – 1981**

Provided in-house print production and customer service for 200 client catalogs, magazines, soft-cover books, and a variety of collateral materials. Established and managed schedules, coordinated artwork input, supervised pre-press proofing, conducted press checks, handled customer relations.

**Editor > Managing Editor, Horse Lover's National Magazine, Brisbane, CA, 1977 – 1980**

Managed all aspects of this 35,000-circulation, leading monthly all-breed, all-discipline equestrian publication. Wrote articles, assigned and managed freelancers, edited other authors, managed photographers and graphic designers, and sold advertising. Assisted owner in sale of the magazine.

## **EDUCATION / PROFESSIONAL DEVELOPMENT**

**Equinology, Inc., Northern California**

Equine Body Worker Certification Course, 2009

**Notre Dame de Namur University, Belmont, California**

International Business Management Courses, 2000

**California Polytechnic State University, San Luis Obispo, California**

Agricultural Business Management, 1973 – 1977

National Agri-Marketing Association, Alpha Zeta Agricultural Honorary Fraternity

## **PROFESSIONAL AFFILIATIONS**

**California Dressage Society, San Francisco Peninsula Chapter**

Communications Chair, Past Chapter Chair and Board of Directors

**Portola Estates Owners Association, Montara, California**

Past President and Board Member