



Architectural Standards Task Force Update

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Architectural Standards Model: 6 Service Offerings

- Permits
 - New Construction (instead of Major)
 - Improvements (instead of Minor)
 - Appearance Modification (Instead of Maintenance)
- Inspections
 - Complaints
 - GRID
 - HOIP

Data Gathering Status

- ASO Interviews - Complete
- ASC Interviews - Complete
- Contractor Interviews - Complete
- Real Estate Agent Interviews - Complete
- Homeowner Survey - Completed 2015-2016-2017
- Homeowner Survey - Q1 2018 Onward Planned by Annie as Management Tool to measure customer satisfaction as well as identify Homeowner complaint issues
- ASO Data - Mostly Done
- Truckee/HOA Comparisons - Initial Reviews Done

Management Consulting Approach

- Data Driven approach to Problem/Issues Identification
- Reviewing data and creating workable near term and long term solutions to identified issues
- Closely working with Annie - She's already working on solutions to issues she's flagged through the homeowner survey
- Current plan is to have final series of recommendations complete and review with appropriate groups
- Target task force completion date is May (although I'm not available for that meeting) so I'm hoping for a June delivery

2018-04-19 Blue Ribbon Equestrian Panel Update

The first draft of the Equestrian Blue Ribbon Committee report is underway, focused on these five points of the panel's mission as stated in its charter:

1. Review of operating processes and procedures, and make recommendations.
2. Seek revenue increase opportunities, while keeping members as first priority.
3. Encourage greater participation in and appreciation for the Equestrian Amenity
4. Explore avenues to reduce expenses without reducing service quality.
5. Seek ways to achieve Zero Net NOR by the end of 2018.

The following overviews are provided to give the Board and Members a preview of the report:

1. Operations: Focus is on maximizing boarding and trail ride opportunities, which provide the greatest member participation and revenue generation.
2. Revenue: Various boarding and trail ride offerings scenarios are being conceived, which show more promise of impacting the bottom line. If full occupancy for both boarding and trail rides could be achieved, financial performance would improve by (XXXXX).
3. Participation and appreciation: Equestrian blue ribbon committee members have been gathering costs related to member-proposed activities, and we are putting together "mini P&Ls" for each. None of them (to date) appear to be a solution to moving Equestrian to break-even, but several show great promise for outreach and PR both within TD and outreach to the wider equestrian community. This last point is a key to bringing in more boarders and trail ride customers, which is the clearest route to improving financial performance.
4. Expense reduction: There has been so much good work done by staff on this over the years that there is very little opportunity for improvement, although an option for manure removal or composting is still being sought.
5. Zero Net NOR by end of 2018: This goal appears unrealistic by end of 2018, as it takes time to market and fill existing revenue generating opportunities. In addition, two other factors influence Zero Net:
 - a. Cost allocations are a large part of the NOR picture, and are a wider topic than this panel can resolve. We will provide recommendations related to this aspect.
 - b. Limited capacity to expand service offerings – specifically trails access – is a barrier to increased revenue generation. Current limitations to the number of horses allowed on the trails in certain areas reduces the ability to attract more riders, boarders and events. Whether that can or should be changed is another question the final report will address. There are clear trade-offs between equestrian use and revenue generation.