



APPLICANT QUESTIONNAIRE (Revised)

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Name: ROBERT B MCCRAY

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QUESTIONS:

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

Ownership and residence record

With my wife Janet Robinson, I have owned two different houses in Tahoe Donner: from 1987 – 1995 when we lived in Sacramento, and 2002 – present. We split time from our San Diego home 2002 – 2015 and lived full time in Tahoe Donner for two years in 2016 – 2018. We now split time between Tahoe Donner and Kensington CA (Berkeley hills). I am spending about 50% of my time in Tahoe Donner.

Board and management experience

I have approximately fifty total years of experience serving on the boards of nonprofit and commercial enterprises. Following my recent retirement from the Midmark board of directors after ten years of service, I currently serve on three nonprofit boards and one company board:

- Since 2002, Alliance Healthcare Foundation, a charitable health & wellness foundation.
- Since 2005, the Wireless-Life Sciences Alliance (WLSA), an industry association.
- Since 2017, HIMSS, an international healthcare association.
- Since 2018, MacroHealth, a technology and relationship driven healthcare revenue cycle management company.

I have a career-long commitment to both the business and social sectors. My social sector work has grounded me in the needs of people and the importance of operating a social enterprise for the benefit of the beneficiaries. From this work I have developed a strong belief that it is the duty of the leadership of social enterprises to manage their assets and operations to maximize benefits to beneficiaries and other key stakeholders. My business experience has equipped me to bring the rigor of business processes to nonprofit capital and operating processes.



I also have experience in overseeing public meetings. In the 1980's, I served as Chairman of the Sacramento City Toxic Substances Commission and the Sacramento County Environmental Commission. Both commissions were modeled on a planning commission format and thus we engaged the community in public meetings addressing planning decisions with significant environmental concerns.

My experience is directly applicable to Tahoe Donner where we have a very large number of disengaged owners. We also have public meetings that involve strongly expressed and divergent points of view. Under our legal structure, the General Manager is not directly accountable to members. Hence, the members who fund our operations primarily rely on the Board of Directors to use their funds wisely (while working to increase member engagement and involvement).

My principles for the role of governance in TD affairs is as follows:

- I believe in transparent and defined processes for governance, and the value of soliciting the input of members through surveys, research and conversations.
- In the management of other people's money, I believe that the highest level of fiscal accountability to members is the only acceptable standard.
- To make the best long-term decisions about complex matters it is imperative to follow processes including open discussion, a willingness by all decision makers to consider alternative points of view, and a published description of the final decision including its key assumptions and supporting evidence.

Making the right decisions is not easy and mistakes will be made. We should learn from those mistakes. Transparency and attention to process will improve the level of trust in the Board's decisions.

We must continue to invest in Tahoe Donner. We must also identify and manage emerging risks to the community while working to create a better Tahoe Donner for the next generation of owner-families.

Participation in TD activities

Since 2016, I have been an active member of the GPC which offers a view to all capital projects in our pipeline, including Trout Creek, ACAA,



snowmaking, trails, golf course and lodge, tennis, and Northwoods. I am an active member of the Downhill Ski Lodge Task Force and lead the Demographics Task Force.

Since returning to northern California I have attended many Board of Directors meetings and monitored or reviewed others online. I have regularly addressed important issues in board meetings with the goal of trying to help the Board of Directors make a sound decision. I also attend and monitor other critical activities including the STR Task Force, Trails Task Force and any meeting related to fire safety.

Through these activities and ongoing communications with members of the TD and regional communities, I have a broad perspective on the needs and challenges facing management and the board.

Commitment to TD mission

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

This is a short period and no single board member can individually create an accomplishment. However, I think it realistic for the Board to achieve several important accomplishments, including:

1. Tactical accomplishments.
 - a. Oversee a successful implementation of STR registration and enforcement.
 - b. Begin an upgrading of data collection and analysis of TD amenities usage by all categories of users and of member user experience at each amenity.
 - c. Develop general policies for capital, operating expenditures and the allocation of costs that are aligned with the TDA Master Plan, are understandable to the general membership, and help to align the budget process with TDA priorities.
 - d. Improve member engagement in elections, starting with 2019. I believe that with a minor shift of Tahoe Donner marketing resources we can increase informed member engagement and eliminate the felt need to do mailings, private email lists, signs and other traditional political expenditures. Please see the end of this questionnaire for more specifics.



2. Contribution to longer term accomplishments.
 - a. Help solidify the expectation that future boards will operate in an environment of transparency, respect for alternative points of view and a mutual commitment to achieving the best long-term future for TD.
 - b. Improve the board – general manager relationship. I endorse the adage that boards in well-functioning organizations should be “noses in, fingers out.” However, staff must respect the board and do its best to follow board directives). As Tahoe Donner grows in scale and complexity it is important to have a high-functioning management team.
 - c. Address aspects of the TD Master Plan with a specific focus on the long-term future of Tahoe Donner as a unique mostly part-time residential community with ownership of and access to more open space than any similar community. I believe Tahoe Donner is more than a collection of amenities. We should address the challenges and opportunities represented by such factors as population growth, communications and other technologies, climate change, demographic change, recreation preferences and similar matters.

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

Below is a list of long-term issues and a description of how I would address them. Please note that I believe that any solution or plan addressing these issues must follow a process that is collaborative, fact-based and committed to learning from alternative points of view. Hence, I would not write a prescription for any of these matters but am ready to share my thoughts, questions and suggestions and commit to a process that leads to a decision in open session.

1. I am concerned with the commercialization of some Tahoe Donner residences, especially by purchasers with a commercial-not-residential purpose, and business plan rather than an “enjoyment” plan. Tahoe Donner has a long and mostly untroubled history of short-term rentals by owners who took personal responsibility for their tenants. To the detriment of these traditional STRs and some members, modern technology-based platforms with 1-click renting to unvetted strangers has created a business opportunity out of



what has long been way to earn some supplemental income by owners willing to allow others into their second home. STR registration is a critical first step. I suggest that overseeing the successful implementation of registration and enforcement of zoning restrictions on “hotel houses” are important board priorities in the next 12 – 18 months.

2. Crowding at DH Ski (holidays), the Marina and TCRC area (parking and TCRC facility) are significant sources of dissatisfaction for TD members. To address this problem, it is likely that Tahoe Donner needs clearly articulated and enforced peak time restrictions on non-member use. Implementation will require a segmentation and prioritization of several categories of users. I suggest that categories and prioritization to be member families, member-accompanied non-family guests, non-accompanied white card users and public. Implementation and fine tuning of prioritization and pricing will require additional information gathering and changes in the card system and point of sale systems. An additional benefit of enhanced information gathering is that future capital spending decisions can be more precisely related to actual member benefit.
3. I am concerned with the increasing risk of a firestorm at Tahoe Donner. This is the community’s true existential risk that could cause Association losses in the many millions of dollars and destruction of hundreds of millions of dollars of real estate value. Should TD activities cause a fire the association could be at risk for claims well in excess of our liability coverage. The Board has rightly increased its attention to these topics. I believe it should continue to oversee enhancements to our preparation with specific consideration to (1) establishing a multi-decade plan to substantially increase defensibility and (2) balancing liability insurance and operations oversight to reduce the Association’s potential liability from the activities of TD employees, contractors and activities.
4. The pace of change in climate, technology, demographics and recreational preferences are already affecting Tahoe Donner and will continue to do so, likely at an increasing rate. These changes create challenges for Tahoe Donner that must be taken into account in long term planning, especially involving significant capital expenditures. Downhill ski lodge sizing, snow making, parking and trail needs are examples of future decisions that must



5. predict future changes in these factors. On the other hand, these changes create both challenges and opportunities with respect to the nature of Tahoe Donner as a “single family residential community” consisting primarily of second homes. Tech-enabled STR platforms is an example of a challenge. Changes in communications, growth of remote working opportunities and positive growth in Truckee and Reno create a new opportunity to move TD from a sleepy HOA to a vibrant community with more full-time and active second home owners who can work from their TD home using enhanced communications technology, the excellent Reno airport and regionally connected Truckee airport. Given the vibrancy of the regional economy there are an increasing number of opportunities to work or invest locally. Among the potential benefits of increased homeowner occupancy would be less a reduction in high frequency STRs, a stronger and more engaged community of owners and stronger relationship with the Town of Truckee and our region.

Tahoe Donner Election Improvement Concepts

As to elections, my premise is that TDA should have a goal of increasing the turnout of **well-informed** members. Therefore, I suggest that we should recognize that elections and member engagement are matters that can be marketed and so we can earmark marketing/communications resources to support these efforts. Conceptually, we should promote elections and different perspectives about key issues just as we do our amenities, using the TD News, website, email, social media and signage.

This adjustment of marketing priorities would shift the use of some space on these media to elections and key issues. One specific example is the publication of candidate statements: they are customarily mailed in a black & white format. To gain the attention of members they should be published in the TD News as well as being mailed in an attractive color format with the ballots.

The TDA election pages for candidates was a useful addition to the 2018 election. We can reach higher and create a forum for 2-way interaction



between and among members and candidates. There are two overlapping ways to do so:

- Create a member-only electronic "Suggestion Box" in which members can comment on matters of importance to them and other members and staff can comment as appropriate. This would be cross-linked during the election season to...
 - A virtual Candidate Forum specifically for the purpose of allowing candidates to comment on issues that are raised in the Suggestion Box forum and to respond to each other's comments. Working together, I believe we would have a better-informed electorate, less need for NextDoor (with respect to TD issues), and a higher turnout. The Forum would be archived for later review by members.
- Both sites would be subject to (1) qualification by TD ownership records and (2) curation against a defined set of principles. Both of these requirements are common in private LinkedIn and Facebook sites, among others.

Finally, the Elections Committee tells me that electronic balloting in HOAs is prohibited by Davis-Stirling so I presume this potential method for increasing turnout is not realistic. Nonetheless, if TDA creates an effective and free platform for communications between candidates and members, I believe we can eliminate the need to do mailings, private email lists, signs and other traditional political expenditures.