



## TAHOE DONNER ASSOCIATION 2019 BOARD AGENDA ITEMS

<u>MONTH</u>	<u>#</u>	<u>Action/ Discussion</u>	<u>TOPIC/ ISSUE</u>	<u>Open/ Executive</u>	<u>ASSIGNED TO</u>
<b>JANUARY 26, 2019 – Regular Board Meeting</b>					
	<b>1.</b>	A	<b>2019 Election</b> <ul style="list-style-type: none"> <li>• Board Memo - Approve Election Procedures, Record Date, Inspector of Elections and Accountancy Firm &amp; Review Policy on Member Emails</li> </ul>	OS	Elections Committee
	<b>2.</b>	A	<b>2019 Committee Goals</b>	OS	Committees
	<b>3.</b>	D	<b>45-Day Notice - ASO/Covenants Rule Change</b> <ul style="list-style-type: none"> <li>• Review member comments on rule changes to:               <ul style="list-style-type: none"> <li>○ 2019 Covenants Fine Schedule</li> <li>○ 2019 ASO Fee and Fine Schedule</li> </ul> </li> </ul>	OS	Committees
	<b>4.</b>	D	<b>Governing Documents</b> <ul style="list-style-type: none"> <li>• Review by Board of preliminary draft</li> </ul>	OS	Board
	<b>5.</b>	D	<b>Capital Projects</b> <ul style="list-style-type: none"> <li>• Quarterly Reporting on Actual Spending v. Forecasted Status on all Capital Funds</li> <li>• Covered Stairway at Lodge</li> <li>• Downhill Lodge Update</li> <li>• Golf Fairway Remodel</li> </ul>	OS	Capital Projects



<b>6.</b>	A/D	<b>Operations Topics</b> <ul style="list-style-type: none"> <li>• (A) Member Survey</li> <li>• (A) Compensation Study Request for Proposal</li> <li>• (D) Special Events Programs/Banquet Tent</li> <li>• (D) TDA Defensible Space Update</li> <li>• (D) STR Program Update</li> </ul>	OS	Staff
<b>7.</b>	A	<b>Appeals/Hearings</b>	ES	Board
<b>FEBRUARY 23, 2019 – Regular Board Meeting</b>				
<b>1.</b>	A	<b>Capital Projects</b> <ul style="list-style-type: none"> <li>• Approve Covered Stairway at Lodge</li> <li>• Downhill Lodge Preliminary Costs</li> <li>• Golf Fairway Remodel</li> <li>• Additional Forestry Chipper &amp; Truck</li> </ul>	OS	Capital Projects
<b>2.</b>	D	<b>Governing Documents</b> <ul style="list-style-type: none"> <li>• Comments from Board on preliminary draft</li> </ul>	OS	Board
<b>3.</b>	A	<b>45-Day Notice - Rules of Fire Safety</b> <ul style="list-style-type: none"> <li>• Consider going out for 45-day notice on Permanent Rules of Fire Safety</li> </ul>	OS	Staff
<b>4.</b>	D	<b>STR Program Update</b>	OS	Staff
<b>5.</b>	A	<b>45-Day Notice - ASO/Covenants Rule Change</b> <ul style="list-style-type: none"> <li>• Consider approving rule changes to: <ul style="list-style-type: none"> <li>○ 2019 Covenants Fine Schedule</li> <li>○ 2019 ASO Fee and Fine Schedule</li> </ul> </li> </ul>	OS	Committees
<b>6.</b>	D	<b>2019 Trail Grants</b>	OS	Staff
<b>7.</b>	A	<b>Appeals/Hearings</b>	ES	Board



## MARCH 23, 2019 – Regular Board Meeting

<b>1.</b>	A	<b>2018 Audit Report</b>	OS	Auditor
<b>2.</b>	D	<b>TSSA 1 Funds</b> <ul style="list-style-type: none"> <li>Review Truckee Special Service Area (TSSA) - 1 Funds &amp; Projects</li> </ul>	OS	Staff
<b>3.</b>	D	<b>STR Program Update</b>	OS	Staff
<b>4.</b>	A	<b>Appeals/Hearings</b>	ES	Board

## APRIL 27, 2019 – Regular Board Meeting

<b>1.</b>	A	<b>2019/2020 Spring Pass Sales</b>	OS	Staff
<b>2.</b>	A	<b>2019 Election Items</b> <ul style="list-style-type: none"> <li>Suspension of Membership Rights, Authorization to Record Lien, Usage of Electronic Bulletin Board</li> </ul>	OS	Elections Committee
<b>3.</b>	D	<b>Review Draft Annual Report</b>	OS	Staff
<b>4.</b>	A	<b>Governing Documents - 45 Day</b> <ul style="list-style-type: none"> <li>Board consider approving 45-day notice to members on updated draft Governing Documents</li> </ul>	OS	Board
<b>5.</b>	A	<b>TSSA 1 Funds</b> <ul style="list-style-type: none"> <li>Letter to Town of Truckee on TSSA-1 Funds &amp; Projects</li> </ul>	OS	Staff
<b>6.</b>	D	<b>45-Day Notice - Rules of Fire Safety</b> <ul style="list-style-type: none"> <li>Review member comments on proposed permanent Rules of Fire Safety</li> </ul>	OS	Staff
<b>7.</b>	A	<b>Appeals/Hearings</b>	ES	Board



## MAY 18, 2019 – Regular Board Meeting

<b>1.</b>	A	<b>45-Day Notice - Rules of Fire Safety</b> <ul style="list-style-type: none"> <li>Consider approval of proposed permanent Rules of Fire Safety</li> </ul>	OS	Staff
<b>2.</b>	A	<b>2019 Election Items</b> <ul style="list-style-type: none"> <li>Approve Annual Meeting of the Members Agenda and Guest Speaker</li> </ul>	OS	Elections Committee
<b>3.</b>	D	<b>Overview Trails 2019 Construction Projects</b>	OS	
<b>4.</b>	A	<b>Annual General Manager Review</b>	ES	Board
<b>5.</b>	A	<b>Appeals/Hearings</b>	ES	Board

## JUNE 21, 2019 – Regular Board Meeting

<b>1.</b>	A	<b>2019 Election Items</b> <ul style="list-style-type: none"> <li>Commence Counting of Ballots</li> </ul>	OS	Elections Committee
<b>2.</b>	A	<b>Trails Nature Loop Construction</b>	OS	Staff
<b>3.</b>	D	<b>Forestry</b> Mastication Plantation Management	OS	Forestry
<b>4.</b>	A	<b>Appeals/Hearings</b>	ES	Board

## JUNE 23, 2019 – Organizational Board Meeting

<b>1.</b>	A	<b>New Board of Directors</b> <ul style="list-style-type: none"> <li>Appointment of Board Officers</li> <li>Approve 2019/2020 Board Schedule</li> <li>Appoint Board Liaisons to Committees/Task Forces</li> </ul>	OS	Board
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		<ul style="list-style-type: none"> <li>Develop Board &amp; Committee Training Plan</li> </ul>		
2.	A	<b>Appeals/Hearings</b>	ES	Board
<b>JULY 2019 – Regular Board Meeting</b>				
1.	A	<b>2019 Elections Items</b> <ul style="list-style-type: none"> <li>2019 Elections Results Report by Inspector of Elections</li> <li>2019 Elections process review &amp; recap</li> </ul>	OS	Elections Committee
2.	D	<b>TDA Strategic Plan Goals</b> <ul style="list-style-type: none"> <li>Review/update goals</li> </ul>	OS	Board
3.	D	<b>Board &amp; Committee Annual Training</b>	OS	Board / Committees
4.	A	<b>Set General Manger Goals</b>	ES	Board
5.	A	<b>Appeals/Hearings</b>	ES	Board
<b>AUGUST 2019 – Regular Board Meeting</b>				
1.	A	<b>2019/2020 Winter Rates</b>	OS	Board
2.	D	<b>Employee Health Insurance</b>	OS	Staff - HR
3.	D	<b>2020 Budget Workshop #1</b>	OS	Board / Staff / Committees
4.	A	<b>Appeals/Hearings</b>	ES	Board
<b>SEPTEMBER 2019 – Regular Board Meeting</b>				
1.	A	<b>Property Casualty Insurance</b>	OS	Staff
2.	A	<b>Worker’s Compensation Insurance</b>	OS	Staff



<b>3.</b>	A	<b>Employee Health Insurance</b>	OS	Staff - HR
<b>4.</b>	A	<b>Governing Documents</b> <ul style="list-style-type: none"> <li>• Approve 1<sup>st</sup> vote extension if required</li> </ul>	OS	Board
<b>5.</b>	D	<b>2020 Budget Workshop #2</b>	OS	Board / Staff / Committees
<b>6.</b>	A	<b>Appeals/Hearings</b>	ES	Board
<b>OCTOBER 2019 – Regular Board Meeting</b>				
<b>1.</b>	D	<b>Committee Charters Review</b> <ul style="list-style-type: none"> <li>• Board provide guidance on desired changes to committee charters</li> </ul>	OS	Board / Committees
<b>2.</b>	D	<b>2020 Budget Workshop</b>	OS	Board / Staff / Committees
<b>3.</b>	A	<b>2020 Budget Approval</b>	OS	Board / Staff
<b>4.</b>	A	<b>Appeals/Hearings</b>	ES	Board
<b>NOVEMBER 2019 – Regular Board Meeting</b>				
<b>1.</b>	D	<b>Committee Appointments &amp; Charters</b> <ul style="list-style-type: none"> <li>• Review proposed committee appointments/reappointments</li> <li>• Review/Update committee charters</li> </ul>	OS	Committees
<b>2.</b>	A	<b>Appeals/Hearings</b>	ES	Board



DECEMBER 2019 – Regular Board Meeting					
	1.	A	<b>Committee Appointments &amp; Charters</b> <ul style="list-style-type: none"> <li>• Approve committee appointments/ reappointments</li> <li>• Approve updated committee charters</li> </ul>	OS	Committees
	2.	D	<b>Committee Goals</b> Review 2020 Committee Goals	OS	Committees
	3.	A	<b>Appeals/Hearings</b>	ES	Board

# 2018-2019 Tahoe Donner Strategic Plan Goals

<b>Green</b> On Track	<b>Yellow</b> Resource Challenges	<b>Red</b> Problems
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## **1. Execute the board-approved Capital Plan on time and within budget.**

The Capital Plan is composed of the board approved Trails Masterplan, Land Management Plan, Association Masterplan, (priority list of future year reinvestment projects in our amenities from the Development Fund) and Replacement Reserve Study (plan to replace major components of the association according to each component useful life). When planning for capital improvement projects, promote efficiencies in energy and water use for greater self-reliance and energy independence while properly maintaining our amenities with on time / on budget results.

### **1.1. Development Fund**



**1.1.1.** Implement the board approved 2018 & 2019 Association Master Plan while saving appropriate funds (without special assessment) for identified future projects.

**1.1.2.** Work with the General Plan Committee to draft amenity master plans based on board approved priority projects in the Association Master Plan.

### **1.2. Replacement Reserve Fund**

**1.2.1.** Continue to maintain the common facilities and common property in accordance with the association vision & mission, with the reserve study as the guiding plan to review and modify annually based on the current condition of each reserve component items useful life.

**1.2.2.** Ensure the Replacement Reserve Fund is adequately funded as directed by board policy.

**1.2.3.** Ensure a short-term and long-term board approved plan and funding is in place to address facility deficiencies by 2022.

**1.2.4.** Implement the board approved Trails Master Plan projects.

## **2. Balance operating revenue and expenses with the need to provide a consistent and appropriate level of defined services for members, member guests, and where appropriate the public. All amenity operations are expected to eventually break even on a Net Operating Result (NOR) basis with members paying market rates for services they choose to utilize, while also implementing peak period pricing for guest and public.**

**2.1.** Decrease the need for assessed revenue by increasing operating revenue while not sacrificing membership service and/or experience. A reduction in some amenity operating hours or service level may be warranted during non-peak periods to achieve a yearlong breakeven NOR by department. This includes maximizing the sale of excess capacity to



# 2018-2019 Tahoe Donner Strategic Plan Goals

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the public and peak period surge pricing for all nonmembers while not impacting member experience.

**2.2.** Provide year-round association programs and special events to benefit the membership within established budgets.

**2.3.** Employ and retain qualified customer service focused and dedicated full-time and seasonal employees to meet mission requirements.

**2.3.1.** Initiate and complete by March 30, 2019 the second annual employee survey by amenity and function to include all full, part time and seasonal employees. Results to be available by end of April 2019.

**2.4.** Continue to improve information technology services to support and integrate resort and member operations to meet continued technology changes and member desire for integrated modern systems. Identify and scope recommendations for leading edge integrated solutions across all customer facing platforms to enhance the members experience.

**2.4.1.** Develop an Information Technology Strategic Plan for review and approval by the board of directors by the end of 2<sup>nd</sup> Quarter 2019.

**2.5.** Ensure employee and customer health and safety are first and foremost in our planning and operations, while encouraging individual responsibility, given the inherent assumption of risk in recreation activities.

**2.5.1.** Review and update the TDA amenity participation release of liability by the end of second quarter 2019.

**2.5.2.** Review and update the TDA club policies (“Potluck Policy”), including indemnification and release of liability coverage by the end of third quarter 2019.

### **3. Execute effective approaches to maintaining the association’s architectural and covenant standards.**

**3.1.** Execute the long-term architectural standards homeowner inspection program as approved by the board of directors, including a cohesive program to address high impact and/or deficient properties.

**3.2.** Complete the association’s governing documents update to align with the California Corporation’s Code and current Davis Stirling Act.

**3.2.1.** Complete legal review by December 2018, and Member Vote before 4<sup>th</sup> Quarter 2019.

# 2018-2019 Tahoe Donner Strategic Plan Goals

Green On Track	Yellow Resource Challenges	Red Problems
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**3.3.** Communicate and encourage neighbor to neighbor positive relations to support efforts of community standards compliance while also implementing appropriate response to, and tracking of complaints, both during and after normal operating hours.

**3.5.** Implement the board approved Short Term Rental (STR) rules and registration system.

**3.6.** Ensure that CC&R and rule violations are tracked and enforced in an efficient and timely manner. Reported violations should be processed to the next step in the disciplinary process within 45 days.

## **4. Establish a proactive approach to maintaining the health of our natural resources.**

**4.1.** Maintain and communicate an association wide emergency preparedness plan.

**4.1.1.** Conduct a Tahoe Donner specific CERT training exercise by December 2018.

**4.2.** Implement the Land Management Plan and ten-year forest management plan, with a continued emphasis on addressing recent multi-year drought and winter damage impacts to the forest focused on forest health and fire hazard mitigation programs to improve defensible space and reduce negative consequences of environmental impact which may increase dangerous wildfire fuels.

**4.2.1.** Budget 2019 budget should address a plan to remove all standing deadfall within Tahoe Donner by the end of summer 2019.

**4.3.** Transition from the an eight-year homeowner lot defensible space inspection program to a more aggressive six-year homeowner and common area defensible space inspection program.

**4.4.** Develop an engaging membership stewardship program promoting value of association land and supporting pride and use sustainably.

## **5. Communications and Marketing**

**5.1.** Implement Customer Relationship Management (CRM) software solutions for optimizing marketing and membership relations related to both common interested development and resort activities.

**5.2.** Complete a board approved annual membership survey by the end of 1<sup>st</sup> Quarter 2019, with a representative response rate.

**5.3.** Ensure that all committee openings, including members ending their committee terms, are fully advertised to the membership through a variety of distribution channels on a timely basis.

# 2018-2019 Tahoe Donner Strategic Plan Goals

<u>Green</u> On Track	<u>Yellow</u> Resource Challenges	<u>Red</u> Problems
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## **6. Work in partnership with the Town of Truckee and Special Districts to maximize the return on Homeowner tax dollars.**

**6.1.** Communicate and engage membership on Town of Truckee and Special Districts projects, programs, with a special emphasis on implementation of the Town of Truckee new solid waste programs and Emergency Response / Fire Safety.

**6.2.** Ensure public projects consider benefits for Tahoe Donner Association owners.

### **Unassigned topics**

- a. Tahoe Donner Power/Cable Undergrounding**
- b. Tahoe Donner Association Member Fiber Optic Options**
- c. Uninterrupted Amenity Services (Power Supply)**
- d. Tahoe Donner Architectural Standard: Driveway Standards**
- e. Beach Club Marina – Compatible Activity Review for Safety**
- f. Board Director Liaison Roles Defined**
- g. Tahoe Donner Public v. Private Amenity Status**

# VISION

Tahoe Donner is a vibrant and desirable mountain community, providing attractive and well-maintained facilities, events, programs, and leading customer service to its members, guests, and public, all while maintaining accessible and healthy natural surroundings.

# BACKGROUND

Tahoe Donner is a recreational homeowner community of 6,500 property owners and over 25,000 members located within Truckee, California, five miles from Donner Lake, and 15 miles from Lake Tahoe. The association operates several recreational facilities and programs including a downhill and cross country ski area, two restaurants, a championship golf course, equestrian center, and campground. These amenities are available for members and public access. Additionally, the Association manages other amenities for the exclusive use of the property owners and their guests, including tennis courts, hiking trails, playgrounds, pools, a beach club marina on Donner Lake, and a fitness center. Tahoe Donner is comprised of approximately 7,000 acres, with over 4,000 acres of common area, trails and open space interspersed among the community homes.

# VALUES

- Organizational Effectiveness
- Collaboration
- Fiscal Accountability
- Professionalism
- Continuous Improvement
- Responsibility
- Resource Conservation
- Stability
- Community Participation
- Respect

# GUIDING PRINCIPLES

As our organization moves forward in pursuit of our strategic goals, we shall align ourselves daily with these principles. They are cornerstones which support our direction and philosophy, and provide a basis for everything we do. Every goal in this plan is founded on the following principles:

- Support the customer first and always.
- Sustain the foundation of Tahoe Donner programs and services.
- Encourage environmental stewardship.
- Engage in local community involvement and participation.
- Minimize annual operating assessment by allowing homeowners to pay for the amenities they desire to use.
- Responsibly maintain, preserve and enhance the common property.



**TAHOE DONNER**

# STRATEGIC PLAN

# MISSION

Tahoe Donner is a recreational-oriented mountain residential community, whose mutual benefit association of 6,500 owners provides for the standards, regular operation and long term maintenance of programs, facilities and open space. Through continuous improvement, customer service, and fiscal accountability, the association maintains leading standards of natural resource stewardship, facilities, programs and services to benefit the owners/members. Organizational effectiveness and innovation within the association is sustained by maintaining a highly professional board of directors, staff, and homeowner committee volunteers, while also engaging the local community in an effective and collaborative relationship.

*Board Approved 3/27/2015*

