

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

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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 2nd 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 4th Quarter 2019.

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.

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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 1st Quarter 2019**, with a representative response rate. **May 2019**

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.

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.

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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