



# STRATEGIC PLAN GOALS 2019-2020

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- VALUE DRIVEN MUTUAL BENEFIT ORGANIZATION
  - CASCADING GOALS
  - DRAFT STRATEGIC PLAN DISCUSSION AND **PRIORITIES**

## 2 VALUE DRIVEN MUTUAL BENEFIT ASSOCIATION

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- 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.
- Mission:
  - 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.

### 3 VALUE DRIVEN MUTUAL BENEFIT ASSOCIATION (CONT.)

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- Guiding 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

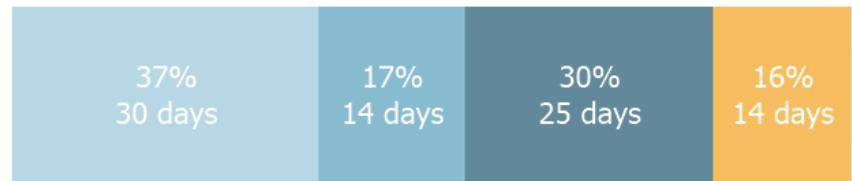
## 4 VALUE DRIVEN MUTUAL BENEFIT ASSOCIATION (CONT.)

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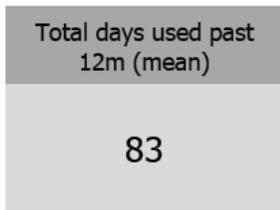
- Value
  - Our goals should be prioritized to achieve our organization Vision, which is primarily focused on creating value for our members. Performance variables and goals should reinforce and measure value. Recent focus has been on Net Operating Results, allocated overhead on amenities, capital charges, and operating and capital investment cost cuts. While topically these are important to track and develop budgetary plans, they do not address the driving priority of achieving a value based vision.
    - How does Tahoe Donner define value to its membership?
      - Review membership demographics and 2019 member survey results
    - Is value only created by increasing revenue or margin, or decreasing cost?
    - How will a value based organization measure and align creating value for our membership?
      - Example 1: Defensible space programs within the community create an enormous amount of value for the membership, yet are extremely costly to pursue.
      - Example 2: Peak period amenity capacity and overcrowding. Does increased access fees appropriately address the overcrowding and still create value for the membership?
      - Example 3: Having amenities open year-around provides great value to the membership, but results in high operating cost.
      - Example 4: Why don't we have a sustainability committee?

Second Home Owners spend more days at their property in summer than in any other season. Property use in summer and winter is about double that of the shoulder seasons.

**Time Spent at Tahoe Donner by Season  
(Mean Summary)  
Second Home Owners**

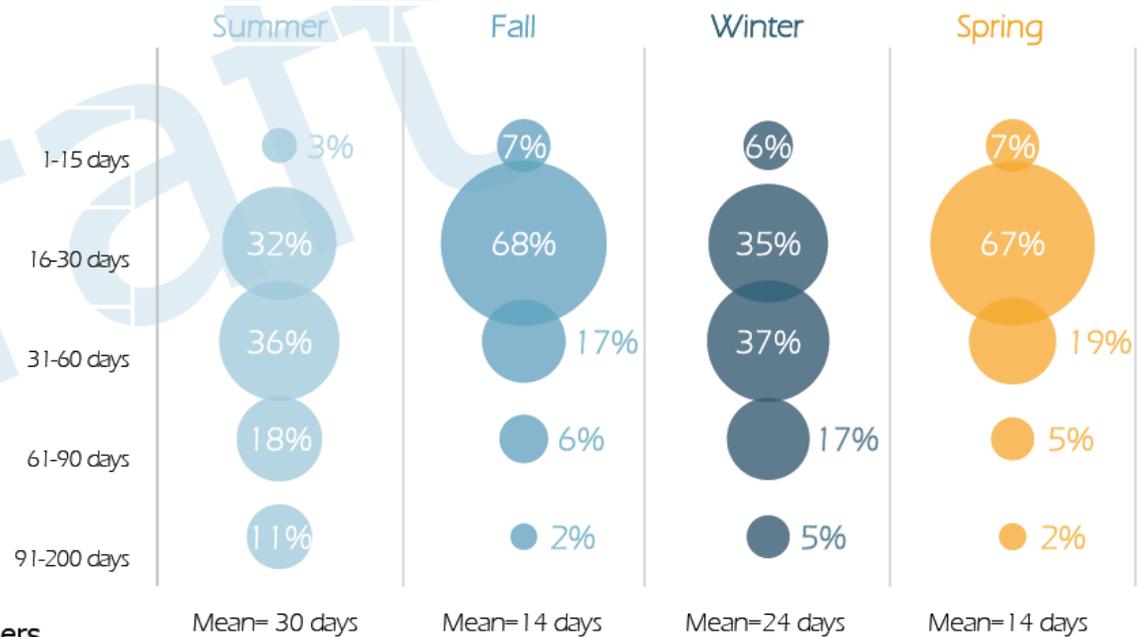


■ Summer ■ Fall ■ Winter ■ Spring



Second Home Owners  
N=1318

**Number of Days (Claimed) Occupied by Season  
Second Home Owners**

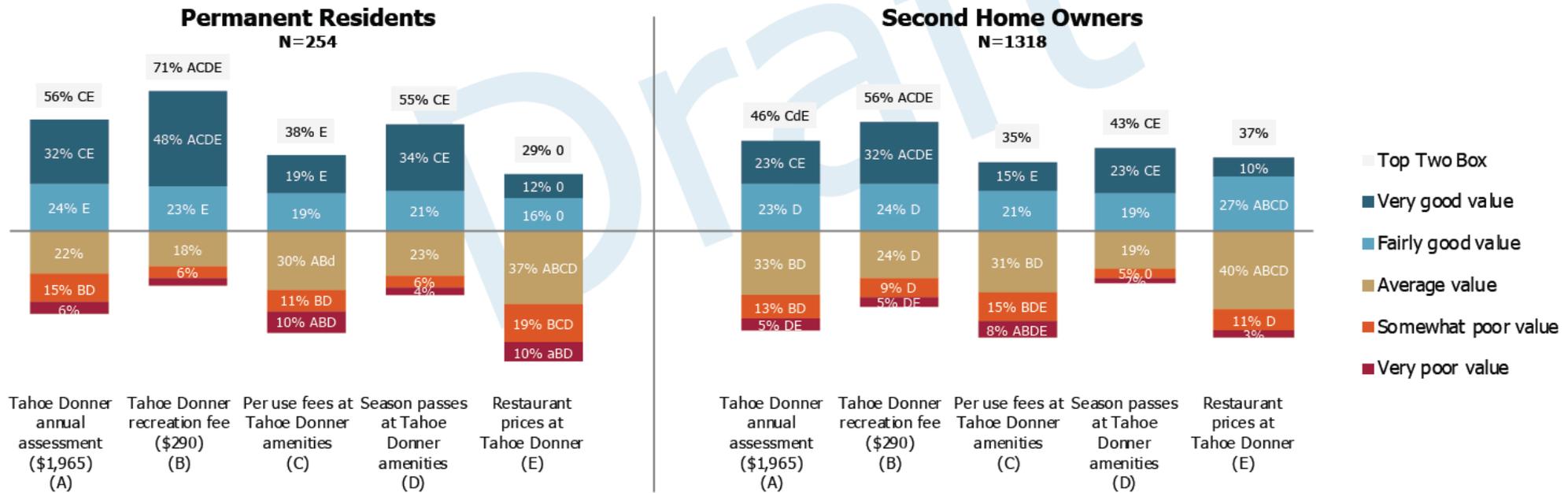


All data on this page is for Second Home Owners only  
B3: Over the past 12 months, how many days do you estimate your Tahoe Donner home was used by you, your family, and/or friends in each season? If you own more than one home, please answer for the home that you use most often.

The TD Recreation Fee is considered to provide the best value for money to all residents but especially for Permanent Residents (as they use it most often throughout the year). Per use fees and restaurant prices are perceived average to poor value.

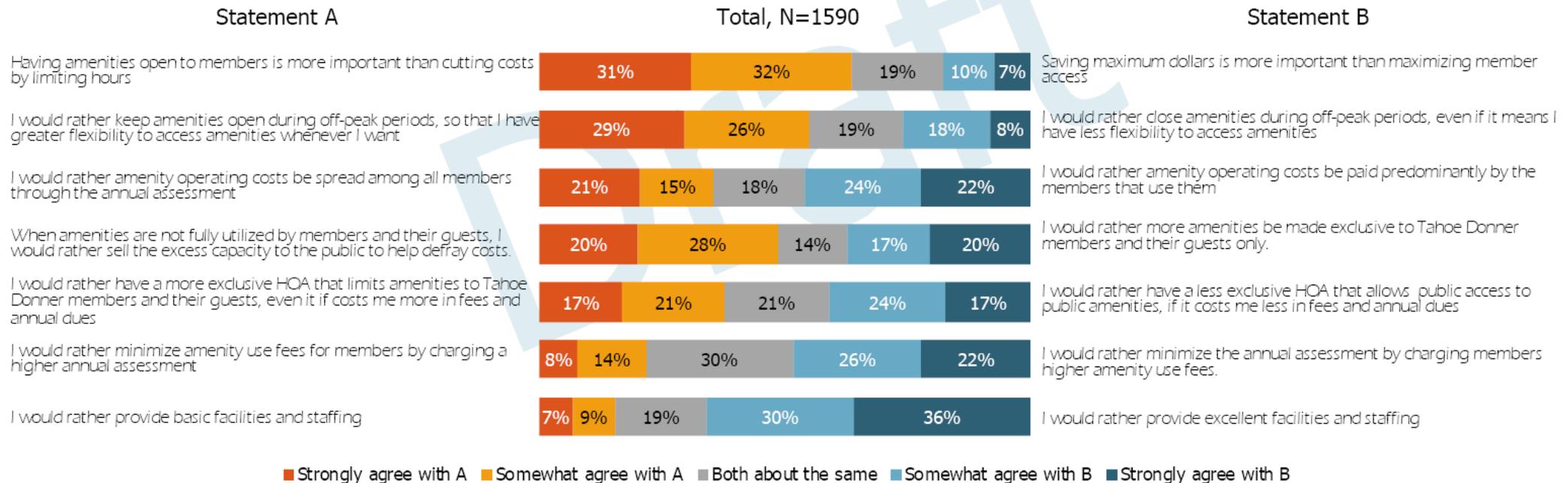
F'inn has asked value perceptions using this same scale in over 1,000 studies. While we don't have norms specific to HOA fees, our benchmarks can help to interpret the strength of TD value perceptions. A top 2 box score above 56% is in the top 20% of F'inn's database, indicating very high value perceptions. A score under 40% is considered below average and a score below 32% places in the bottom 20%.

### Value Perceptions



C1: How do you feel about the value of each of the following?

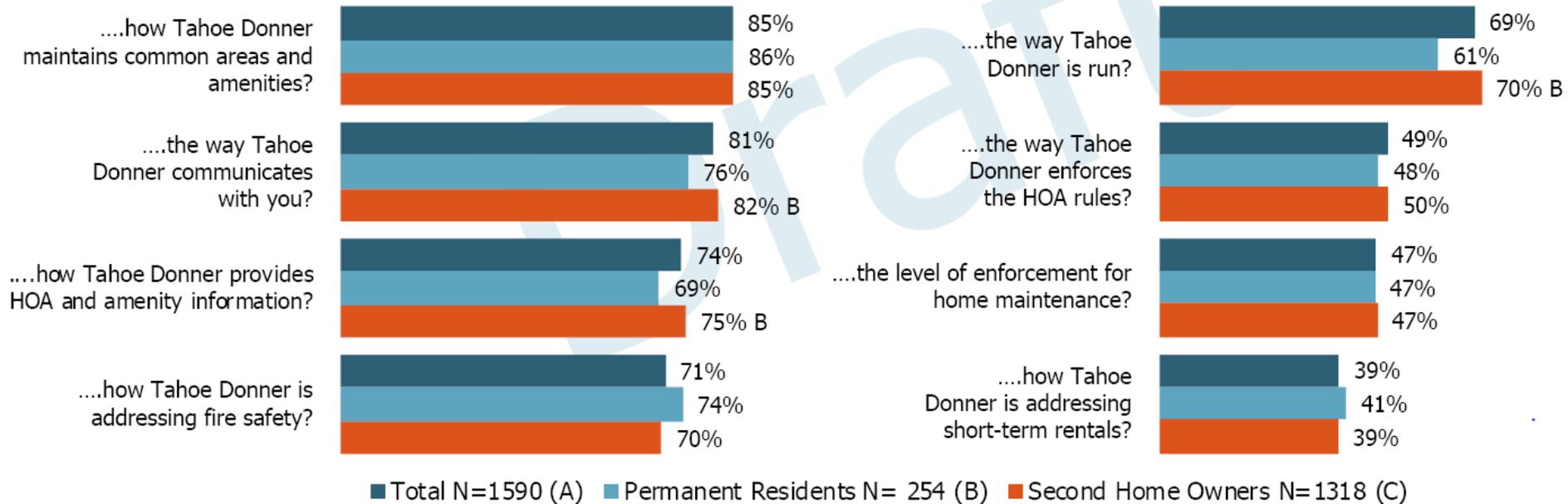
TD members want high excellent facilities and staffing, and want amenities to stay open, rather than to have their access restricted. There is a slight preference for keeping annual assessment fees down by having use fees cover the costs of amenities. There is a near tie on whether TD members would prefer a less exclusive HOA (41%) or a more exclusive HOA that restricts public use to amenities (38%).



C7: Tahoe Donner amenities are funded through both the annual HOA assessment and user access fees. Please indicate how much you agree with statement A vs. statement B.

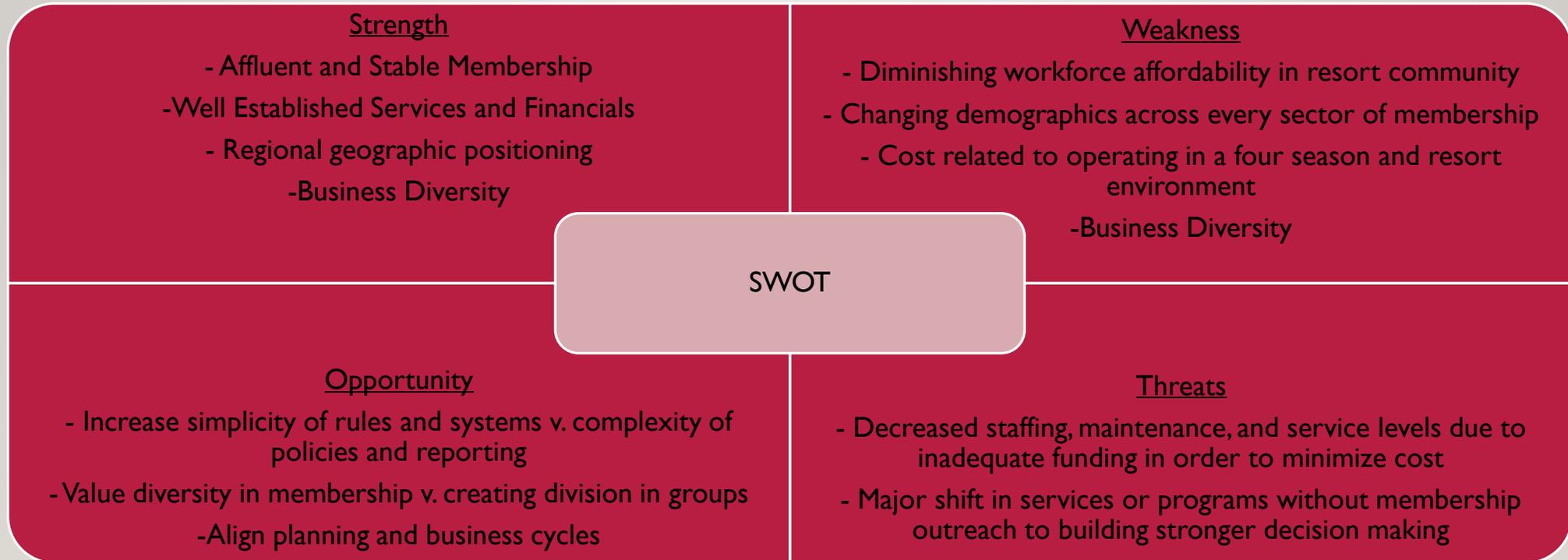
High satisfaction levels with the way common areas and amenities are maintained as well as with the communication by management with residents. Improvements could be done on the way management deals with short-term rentals and with enforcement for home maintenance

### Very/Somewhat satisfied



E1: How satisfied are you with...

# 9 STRENGTH, WEAKNESS, OPPORTUNITY, THREATS



# 10 STRATEGIC PLAN GUIDING PRINCIPLES CONT.

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- 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 including employee recruitment and retention
  - 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

# II DRAFT STRATEGIC PLAN GOALS 2019-2020 GOAL FORMULATION

## The RACI Triangle



## Cascading Goals

Ensure goals are **SMART** Goals

- SPECIFIC
- MEASURABLE
- ACHIEVABLE
- REALISTIC
- TIME SPECIFIC



The sum of Individual short term goals equals the company overall Long term Objectives

Company Long term objectives are broken down into Company shorter term goals

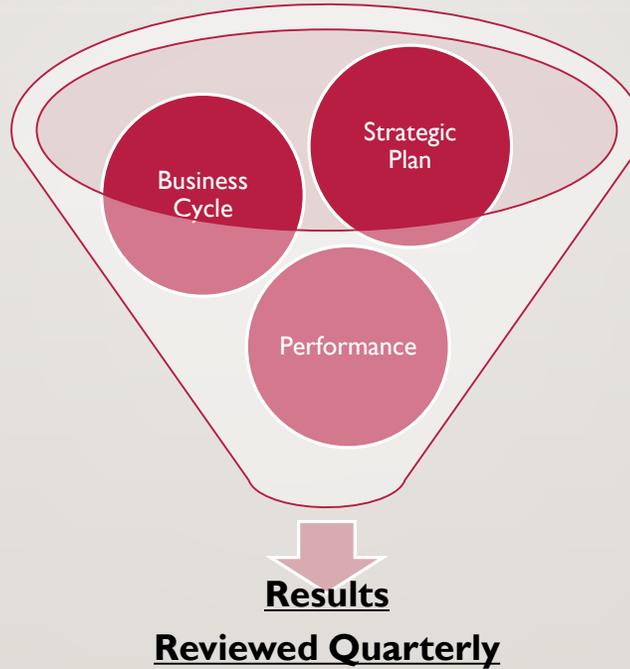
Company short term goals are broken down into Department Goals

Department short term goals are broken down into Individual Goals (Goals should be linked to KPIs)

# 12 FOCUS OF EFFORT



- Strategic Goals**
  - Change = TD Vision
  - 10-20% Focus
- Performance**
  - Mission
  - 80-90% Focus
- Business Cycle**
  - Operations v. Planning
  - Peak Season v. Shoulder Season



# 13 SIX PRIMARY STRATEGIC PLAN CATEGORIES

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1. **Execute the board-approved Capital Plan on time and within budget.**
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 that meets the value proposition identified in the vision of the association.**
3. **Execute effective and consistent approaches to maintaining the association's architectural and covenant standards.**
4. **Establish a proactive approach to maintaining the health of our natural resources and defensible space.**
5. **Implement a Communications and Marketing plan to engage the membership to keep them informed of amenity offerings, association rules, and how to integrate into this unique resort community while also maintaining high quality of content and materials that reflects the pride of ownership in Tahoe Donner.**
6. **Work in partnership with the Town of Truckee and Special Districts to maximize the return on Homeowner tax dollars.**

# 14 DRAFT STRATEGIC PLAN 2019-2020 FOR DISCUSSION

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## **I. Execute the board-approved Capital Plan on time and within budget.**

### **I.1. Development Fund**

I.1.1. Implement the 2019 - 2020 board approved development fund projects while saving appropriate funds (without special assessment) for identified future development fund projects. Specific board approved projects are identified in the annual budget process and reviewed in the Quarterly Capital Funds Projection.

I.1.2. Work with the General Plan Committee to review proposed projects in the stage gate process and keep the members informed of the current status of board approved projects.



# 15 DRAFT STRATEGIC PLAN 2019-2020 (CONT.)

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## **1.2. Replacement Reserve Fund**

1.2.1. Continue to maintain the common facilities and common property in accordance with the association vision and 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. In 2019 the Replacement Reserve Plan will undergo a complete Reserve Study.

1.2.2. Ensure the Replacement Reserve Fund is adequately funded for 2020 thru 2050 in keeping with board policy funding levels of 25%. Recommend funding adjustments as appropriate in the budget cycle to address shortfalls in funding levels.

## **1.3. New Equipment Fund**

1.3.1. Ensure adequate funding to support strategic plan initiatives identified in budget 2020.



# 16 DRAFT STRATEGIC PLAN 2019-2020 (CONT.)

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## **I.4. Energy Efficiency**

I.4.1. 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.

## **I.5. Trails Master Plan**

I.5.1. Implement the board approved Trails Master Plan projects while keeping the board and members updated on the status of the project.



# 17 DRAFT STRATEGIC PLAN 2019-2020 (CONT.)

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**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 that meets the value proposition identified in the vision of the association.**

2.1. Balance the need for assessed revenue with operating revenue while not sacrificing membership service and/or experience. Assessed revenue should not exceed 30% of the operating revenue requirement of the 2020 budget. (2019 Budget: 29% Assessed Revenue, 71% Operating Revenue) Ration before key initiatives, accounting changes, or capital charge.

2.2. Conduct a complete review of the Amenity Access Policy with appropriate board direction and membership feedback to address current and future member, member guest, and public access recognizing facility capacity constraints.

2.3. Address Member Equity excess balance transfer as part of budget process.

# 18 DRAFT STRATEGIC PLAN GOALS 2019-2020 (CONT.)

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

2.4.1. Complete paperless employee onboarding implementation before 2020.

**2.5.** 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 developed by industry leaders to enhance the members experience.

2.5.1. Budget and field a new online ecommerce solution to replace the existing OneStore for online sales by 3rd Quarter 2020 in order to increase user experience and decrease long term cost of transactions and system support.

2.5.2. Review options for online profile and property data for potential future implementation.

**2.6.** 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.

2.6.1 Review options for migration to digital activity forms and releases.



# 19 DRAFT STRATEGIC PLAN GOALS 2019-2020 (CONT.)

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## **3. Execute effective and consistent 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.

**3.2.** Complete the association's governing documents update to align with the California Corporation's Code and current Davis-Stirling Act in 2020.

**3.3.** Communicate and encourage neighbor to neighbor positive relations to support efforts of community standards compliance and involvement. Afterhours reporting and tracking services should continue to be made available to membership to maintain the residential nature of the community.

## 20 DRAFT STRATEGIC PLAN GOALS 2019-2020 (CONT.)

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

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

**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; increasing fire adapted community status.

**4.3.** Continue to emphasize and execute the six-year homeowner defensible space inspection program.

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



## 21 DRAFT STRATEGIC PLAN GOALS 2019-2020 (CONT.)

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**5. Implement a Communications and Marketing plan to engage the membership to keep them informed of amenity offerings, association rules, and how to integrate into this unique resort community while maintaining high quality of content and materials which reflects the pride of ownership in Tahoe Donner.**

**5.1. Implement Customer Relationship Management (CRM) and text messaging solutions for optimizing marketing, sales, and communication efforts with the membership.**

**5.2. Conduct an annual membership satisfaction survey, and use the results to further refine programs and services. This includes post survey analysis for 2019 and 2020.**

**5.3. Conduct value based customer satisfaction reporting to both the board and membership in the following areas: Association Funding, Amenity Utilization and Access, Amenity Future State, C&R Administration, Fire Safety.**

**5.4. Implement a centralized online customer service center to first address the areas of member services, forestry inspections, and winter lesson and ticket sales.**



## 22 DRAFT STRATEGIC PLAN GOALS 2019-2020 (CONT.)

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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 and programs.

**6.2.** Ensure there are Truckee-Tahoe area projects identified which benefit Tahoe Donner Association owners.

**6.3.** Work cooperatively to help support regional Mountain Housing Council affordable housing solutions that benefit Tahoe Donner employees.

**6.4.** Work cooperatively with local Non-profit initiatives that benefit Tahoe Donner and the community.



## 23 FINANCE COMMITTEE GOALS

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- RECURRING TASKS
- Review Financial Performance – Monthly
- Review Annual Budget and Participate in Process – July through October
- Review of year-end Balances/Activity: Operating and Capital Funds - January/February
- Assist with Annual Report and Audit - March/April
- Maintain Financial Policies and Resolutions
  - 2014-1 Financial Planning, Budgeting and Reporting Policy – TBD
- Review season financial results for Golf, Downhill and Cross-Country Skiing and other amenities/business units as considered necessary or as directed by the Board
- Assist with selection of 2019 Auditor (Fall), if required
- Review Development Fund and Replacement Reserve Fund activity – quarterly
- Annual review of fund investment performance and management - Fall

## 24 FINANCE COMMITTEE GOALS (CONT.)

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- SPECIAL PROJECTS (As Directed by the Board)
- Coordinate with GPC re: Impact of General Plan Proposed Projects to Operational and Capital Funds
- Review ski season demand pricing impact – Spring
- Review the financial impact of use of our amenities by the “Public” - Spring

## 25 COVENANT COMMITTEE GOALS

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- 1. Continue to monitor and enforce all Covenants rules
- 2. Increase of fine amounts
- 3. Revise the enforcement procedures to include immediate fines
- 4. Clarify the enforceability of TD Rules in Town of Truckee right of way
- 5. Clarify whether a violation can be based on a cumulative offense versus a single occurrence
- 6. Continue to develop proactive measures to increase rule awareness and encourage compliance among members
- 7. Revise the enforcement procedure to shorten the process for fire safety rules enforcement

## 26 ARCHITECTURAL STANDARDS COMMITTEE GOALS

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- 1. Review and update as needed ASC Rules to comply with current industry practice, State Law and anticipated C&R revisions.
- 2. Work with ASO for drafting and reviewing Homeowner Architectural Standards Guide (ASC/ASO TF Recommendation).
- 3. Continue to hold design reviews and hearings.

# 27 TAHOE DONNER GIVING FUND COMMITTEE GOALS

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- Transition leadership of the committee and continue to engage new committee members.
- Communicate to all Tahoe Donner members through TD News articles, website, eBlasts, new homeowner folders, participation in appropriate TD events, and enclosure in annual assessment mailing.
- Promote our TDGF brand and the Elements Mountain Co. founding partner relationship through logo publication on documents.
- Develop supportive relationships in community through seeking other support in the business community such as local realtors and other providers of services within Tahoe Donner.
- Raise \$50,000 throughout the giving year (Oct to Sept) including solicitations, a summer dinner, and other activities.
- Participate in the spring TTCF scholarship selection process, award the newly funded Tahoe Donner Impact Scholarship, and other scholarships to local high school students (approximately 40% of funds raised during the year) as well as institute a multi-year support process for our scholarship recipients.
- Participate in the fall TTCF grant cycle to distribute approximately 60% of the money raised during the year. Retain an adequate amount for expenses to begin 2020.
- Retain 80% of donors. Attract new donors.

## 28 UNASSIGNED TOPICS

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

# 29 REPORTING

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- Green | Yellow | Red
  - Status of goals
- Quarterly
  - Board Books
  - TDA Website

## 2019-2020 Tahoe Donner Strategic Plan Goals



## Tahoe Donner Association BUDGET 2020 Timeline

DRAFT 6/11/2019

**SEE FOOTNOTES for other Key Items**

Participants	September	October	November	December
Management	9/3 to 9/6	Managers Planning Sessions (each Manager & Director) (DOF/GM to provide agenda/deliverables) drafting of Operating Fund (RBM)(Jan-Jul Actuals, Aug-Dec Forecasted) / Pricing Draft / Capital Plan / Reserve Study Update		
FC / DoF / GM / Members	docs 9/9	12-Sep	Reserve Study/OpFd Review-1pm - 4pm - Fin Cmt review. GPC & Member and Board invites (potentially noticed Board Workshop so all Board attend) <span style="float: right;">? 9/19 4pm-5 pm Regular FC mtg</span>	
Management	9/16 to 9/18	refine drafting of Operating Fund (RBM) / Capital Plan / Reserve Study Update		
Management	19-Sep	Tuesday Senior Team Budget Review - 1 Full Day Including linkage/sync with Strategic Plan / Board Guidance		
BoD / FC / Mgmt / Members	9/20 all materials to Board >	27-Sep	Friday 9am-1pm, day before Regular BoD meeting that Saturday 28th	
Management		10/1 to 10/31	detail by account by day budget spreads (revenue, payroll, expenses)	
FC / DoF / GM / Members	docs 10/11	17-Oct	Finance Committee Review (3 hours) - Open to Members/Board (notice may be required) <span style="float: right;">10/10 3pm-5 pm Regular FC mtg</span>	
BoD / FC / Mgmt / Members	docs 10/18	26-Oct	Regular Board Meeting, Budget Review & Approval (30 min) <b>NEED BOARD APPROVAL no later than this date</b>	
DoF/Treasurer/GM		Budget Report & Member Letter Content Drafted	10/20 - 11/5	
ComDep / DoF		Budget Report Graphic Design/Publication	10-Nov	
Finance & Accounting		Annual Assessment Invoice and Letter to Members post-marked/mailed	15-Nov	< ON THIS DAY (not before or after) (2 week lead to process)
ComDep		Budget Report Published/Mailed in TDNews and posted to WWW	22-Nov	
Finance & Accounting		Budget Detail by Account QC and Load into Accounting System (G/L) and Flash Daily Reporting System		target by 12/20

### Overall Notes:

A focused, compact, approximately 45 day Budget cycle. Process/tools/logistics are in place.

Schedule places budget work cycle in management off-peak periods of Sept/Oct.

When/if start sooner, have less 2019 actuals info, plans still developing, impacts busy summer ops period, and simply extends the entire budget cycle.

Items/analysis requiring more lead time, resources would start sooner than September by Management.

Budget includes the following key deliverables:

- Annual Assessment requirement
- Operating / Development / Replacement Reserve / NM&E Funds components
- Reserve Study update / Capital Spend Plan
- Rates and Fees Schedules, Pricing Models Key Areas

### Other Regular Board meeting, key Budget related agenda items:

(A) Winter season pass and program rates - Approval / Launch in late October

(B) Health insurance plan renewal of existing contract or new contract/provider (August board meeting)

(C) Strategic Guidance Budget document reviewed with Finance Committee (at Jul/Aug FC mtgs) and Board (July & Aug regular board meetings)

(D) Allocated Overhead draft review FC in July, Final methodology FC approval August. The amounts become final once budget is final in October.

