

Executive Recruiter-Request For Proposal

November 18, 2019

A. Recruitment Firm and Process

The Tahoe Donner Association (TDA) Board of Directors (Board) is embarking upon a search for a new General Manager (GM). The last day of employment for our current GM is December 6th, 2019. The Board invites your firm to submit a proposal for retained search services.

The Board desires a collaborative community review process with the selected 3-5 finalists. The Aspen City Council City Manager search and the Truckee Donner Public Utility District General Manager search are two examples of very public processes. Include ideas on how best to involve the community in hiring a manager for a large membership organization in your proposal, balancing any need for confidentiality to attract the best candidates with our desire for community inclusion.

Deliverables in your proposal should include:

1. Key staff to be assigned and their backgrounds/successful searches, technical capabilities and soft skills
2. Project plan and schedule including suggested interview process and opportunities for members to meet finalists
3. Preliminary job description for General Manager – modifications or comments on the enclosed
4. Fee structure and warranties including search expiration date if progress is not achieved
5. Your expected search duration and milestones along the way
6. Confidentiality agreement
7. Concerns and conditions that you might have
8. References

The Board expects weekly written updates from the chosen recruiter. The Board also expects a full resume and references for each candidate and the reason the recruiter is recommending the candidate for consideration.

Please submit an electronic version of your proposal to Robin Bennett at rbennett@tahoedonner.com by 3 pm, Monday December 2, 2019.

Please be aware (1) we have an extensive website under the “Members” section of our website, www.tahoedonner.com, which will give you a detailed view of TDA (may wish to review, (2) some of our Board members have not been involved in a retained executive search before, and (3) Some TDA employees, TDA members and local community residents may be applying.

Additional hot-links to specific information:

- [2018 Annual Repot](#)
- [2019 Budget](#)
- [Recent Organizational Chart](#)

B. Background on Tahoe Donner

Tahoe Donner is one of America’s larger homeowner’s associations, with nearly 6,500 properties and 25,000 members enjoying over 7,300 acres in the Sierra Nevada Mountains. Approximately eighty five percent of the homes in Tahoe Donner are used as second homes, vacation rentals or long-term rentals.

Tahoe Donner is located in Truckee, California, 20 miles from Lake Tahoe and 40 miles from Reno, Nevada. Tahoe Donner is a Homeowners Association which operates a wide variety of recreational facilities – some of which are for members and their guests only, some open to the general public. These amenities can be explored in detail on the Tahoe Donner website – www.tahoedonner.com.

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.

Tahoe Donner is governed by a five-person Board of Directors that is elected for terms of three years on a staggered basis. The General Manager, who is responsible for the day to day operations of the Association, reports to the Board with the Board President as the designated liaison to the GM. The Association has a number of member committees including Covenants, Architectural Standards, Finance and General Plan. The members of these committees are approved by the Board and serve for two-year terms which may be renewed.

The General Manager is responsible for a balance sheet that represents \$62 million in fixed assets and includes restaurants, a golf course, a cross country ski and equestrian center, a beginners/intermediate ski hill, a recreation center, a tennis complex, 60 miles of trails, and an administration center to name a few of the more prominent assets. Property covers 7,300 acres including 4,000 acres of open space to manage for fire safety

Each owner currently contributes \$2,065 annually or approximately \$13 million dollars to support the Association which is in addition to fees charged for the use of certain amenities. Total operating costs approximate \$21 million annually while an additional \$7.5 million is contributed to reserves for replacement and development. In a typical year, amenities generate approximately \$13 million in revenue.

There are approximately 100 full time employees serving a range of functions from amenity operations to covenants and architectural standards enforcement. In addition, the Association relies heavily on seasonal employees which number 110 on a full-time-equivalent basis. Approximately 800 1099s are generated annually.

C. Broad GM Position

The new General Manager will be replacing an incumbent who had been in the role for the past ten years. As such, the new General Manager will need to be an experienced individual, able to operate in a diverse, member-owned environment. The new GM must possess strong interpersonal skills, team building skills, financial expertise and act with unquestionable integrity. The General Manager is responsible for the resources and assets of the Association including staff, Association facilities, and amenities. The selected individual will focus on the sustainability of Tahoe Donner given that it is approximately ninety percent built out. The new General Manager will have personal characteristics that include adaptability, being nimble and action oriented with a sense of urgency that minimizes bureaucratic concerns.

He/she will need to balance member service quality with the Association's financial structure while motivating the Association's employees within a seasonal environment. In addition, the new GM will need to comprehend and segment his/her focus within Tahoe Donner's two broad lines of business which 1) encompass the running of a homeowners association (HOA) and 2) the running of amenity type businesses. The new General Manager will hold the leadership team accountable for strategy execution and operational performance, and guides their individual professional development.

The GM is actively involved in the local community and builds strong relationships with local officials, businesses, members and the public overall.

Potential backgrounds would include pertinent advanced degree with large association, private club, resort management, nonprofit or town management experience – Tahoe Donner has characteristics of each of these organization-types. It is likely that the future incumbent will have served in a variety of leadership roles over the past 10-15 years and is open minded. Experience with longer-term development related projects is a plus as are skill sets related to governance, strategy, financial accountability and project execution.

(See attachment for a preliminary Job Description that will be further refined with the input from the search firm)

D. Compensation

The salary for this position is open and is intended to be competitive with similar types of senior roles and will include an annual bonus based on overall performance. Tahoe Donner offers a comprehensive benefits package including medical, dental and vision plans; a 401k employer match; and paid vacations, holidays, and sick time.

It would be the Board's preference for the chosen individual to reside in Tahoe Donner and a relocation package may be offered.

Tahoe Donner General Manager
Preliminary Job Description Attachment

Specific General Manager Duties – direct and delegated

1) Business Strategy Development

Stays current with industry trends and monitors strengths and weakness of competition; explores opportunities; develops business plans designed to maximize member satisfaction and profitability; ensures business plans are aligned with Board and Committee objectives.

2) Business Strategy Execution

Executes business plans designed to maximize member satisfaction and achieve financial goals; ensures that business plans and employees are aligned with business strategies; holds leadership team accountable for successful delivery of business plans; experiments with new ideas and takes calculated risks to improve member satisfaction and profitability; evaluates the success of business strategies to inform future business plan enhancements; continually ensures business plans and actions have a positive impact on Tahoe Donner performance.

3) Talent Management and Organizational Capability

Creates a cohesive and high-performing Senior Team that continuously strives for positive results and improvement; coaches the Senior Team by providing specific feedback and holds them accountable for performance; creates learning and development opportunities for employees; creates and effectively executes development plans for direct reports based on their individual strengths, development needs, and career aspirations; ensures all managers are doing the same for their direct reports; identifies resource needs to strengthen the overall team; creates succession plans for future job openings; actively supports the staffing process; ensures effective work processes, systems and teamwork are in place to maximize individual and overall Tahoe Donner performance.

4) Business Information Analysis

Reviews business-related data such as market share, financial performance, inventory, employee engagement, and customer satisfaction; analyzes business information to proactively address changing market conditions; ensures the Association operates within budgetary guidelines, and achieves profit margin goals; uses business information to identify indicators of product and service successes and opportunities for improvement; integrates business information into business plans.

5) Employee and Labor Relations

Verifies that all employees are treated fairly, and with respect; builds rapport with employees by fostering an environment of open communication and spending time with employees on the frontlines; makes him or herself available to employees (“open door policy”); verifies that pay and benefits are appropriate for labor market; celebrates the success of employees in a public way; works with Human Resources to maximize employee engagement and monitor local labor environment to address issues as needed.

6) Revenue Management

Works with the Senior leadership team, the Board and Committees to develop effective pricing strategies, balancing seasonality, economy, member segments, business objectives and customer satisfaction; establishes revenue strategy that supports the Association’s position in the local market; ensures demand forecasting and sound revenue practices are in place to maximize yield; identifies ways to grow revenue by researching and staying aware of competitor strategies; controls labor and capital expenses.

7) Member Relations

Builds strong rapport with the Tahoe Donner membership through proactive and on-going communication on a frequent basis to obtain feedback regarding their experiences and concerns; is a good listener and facilitator; is calm and diplomatic; can say “no” without offending people; keeps members informed of brand initiatives in effective ways and provides members with in-depth analysis of performance, incorporating financial and employee business data; manages an effective balance between member interests and public interests and develops solutions that create value for the membership; develops and effectively promotes ideas for improving service and profitability to the membership; utilizes member and guest feedback to recognize outstanding employee service performance and improve service delivery; emphasizes and holds leadership team accountable for addressing service failures or potential service failures, and for developing innovative ways to exceed member expectations; establishes presence in the market by actively promoting an exemplary brand image, involving oneself in the local community, and by developing strategic alliances with local officials, businesses, and members; Is able to take input from accomplished homeowners that emanate from the business and governmental worlds.

8) Company/Brand Policy, Procedures, and Standards Compliance

Verifies Association compliance with legal, safety, operations, labor, covenant and service standards; conducts both routine and short-notice quality assurance audits with specific departments; holds employees accountable for performing audits on a regular basis; conducts detailed walk-throughs to ensure building, public areas, kitchen, and grounds are well-maintained, safe, and meet or exceed member expectations; validates that employees are appropriately trained and performing to standard.

9) HOA Management

Is familiar with and able to lead a Home Owners Association in which certain legislative issues need to be adhered to in a timely manner while actively managing the overall business in a strategic and operating manner

10) Board Management

Is able to constructively work with a variety of boards and the incumbents that might have differing concerns and issues and at times appear dysfunctional with the net result being the positive harnessing of the various energies in a manner that creates stronger outcomes for the Association

11) Government Relations

Builds strong relationships of influence with key local/Sacramento officials and influencers through regular meetings and is astutely aware of key issues that might impact Tahoe Donner