

SENIOR TRANSITION TEAM MONTHLY UPDATE

JANUARY 31, 2020

HIGH LEVEL ASSOCIATION UPDATES

- Employee Count 584 (FT+PT+Seasonal)
- FT Position Openings: General Manager, Financial Analyst, AP Coordinator
- December 21-January 5 Holiday Period overall success with results favorable to budget
- Trout Creek Recreation Center Expansion near completion
- AlertWildfire (aka AlertTahoe) Fire Camera MoU Executed. Planned for installation June 2020 permits/snowpack dependent
- 45-day Notices for Member Comment: Architectural Standards Fee Schedule, new ADU/JADU rules
- December Customer Satisfaction Ratings: average rating on Likemoji was 4.4 and our Zendesk customer satisfaction rating was 96%!

OPERATIONS

Downhill Ski Resort

- Good x-mas holiday period participation with overall skier visits and revenue up 2% and 1% respectively to 2018
- Strong MLK weekend numbers with skier visits and revenue up 30% and 18% respectively to 2018 – weather and power
- Staffing looks good for now with J1's all here and working
- New year's eve ER mechanical issue – hydraulic tensioning system down all day
- Relay on the ER tensioning system caused a two hour closure on 1-21
- All other equipment functioning

Cross Country

- Great x-mas holiday period with overall skier visits and revenue up 29% and 22% respectively to 2018
- Great MLK weekend with skier visits and revenue up 46% and 28% respectively to 2019
- No staffing concerns
- Equipment functioning well – PB 100 to assist with high school race grooming in early Feb
- Rental equipment replacement plan modification - prolink

OPERATIONS

Snowplay –

- X-mas holiday period started out slow but finished with solid numbers – especially considering conditions (handmade tube run). Overall visits and revenue flat and up 2% respectively to 2018. Revenue down to budget by 6% for the period
- Small storm accumulations between x-mas holidays and MLK allowed groomer access to assist with tube lanes. MLK visits and revenue up 14% to 2019

Trout Creek -

- Low participation levels during the past two holiday periods – ½ the facility
- Custodial hiring effort still underway
- Equipment delivered and assembled 1-21 and 1-22
- Stored Cardio equipment relocated into the new space
- Fitness classes to begin ASAP
- Old weight equipment will be disassembled and stored in a container until we can find a buyer
- We will soon know how much additional cardio equipment we will be able to add to the facility

OPERATIONS

Lodge –

- X-mas holiday period covers and revenue down 12% and 7% respectively to 2018
- MLK weekend covers and revenue down 30% and 21% respectively to 2019
- Staff is looking into these y2y changes for understanding – open table, pricing, 49ers games, weather, products, etc
- New banquet manager has been hired
- All repairs completed

Alder Creek Cafe –

- X-mas holiday period revenue up 33% to 2018 – open for dinner on 12-20
- MLK weekend revenue flat to 2019 for lunch (\$9,962), \$4,375 dinner revenue for the weekend
- Good feedback for this service and some good suggestions that we will be incorporated moving forward
- Good participation in Bingo and Trivia nights as well as live music events

OPERATIONS

Summer operations –

- EQ – Member boarding applications are currently being accepted with public beginning March 1
- Campground reservations begin on Feb 1
- All summer camp registration will begin on March 10 for members and March 24 for guests
- Tennis won awards for tournaments this past summer – Most Outstanding NTRP Tournament of the Year and Ian Mindell won Tournament Director of the Year
- Summer concert main acts are booked and one opening act has been booked.
- Summer F and B and POTH plans to be developed in the next few weeks

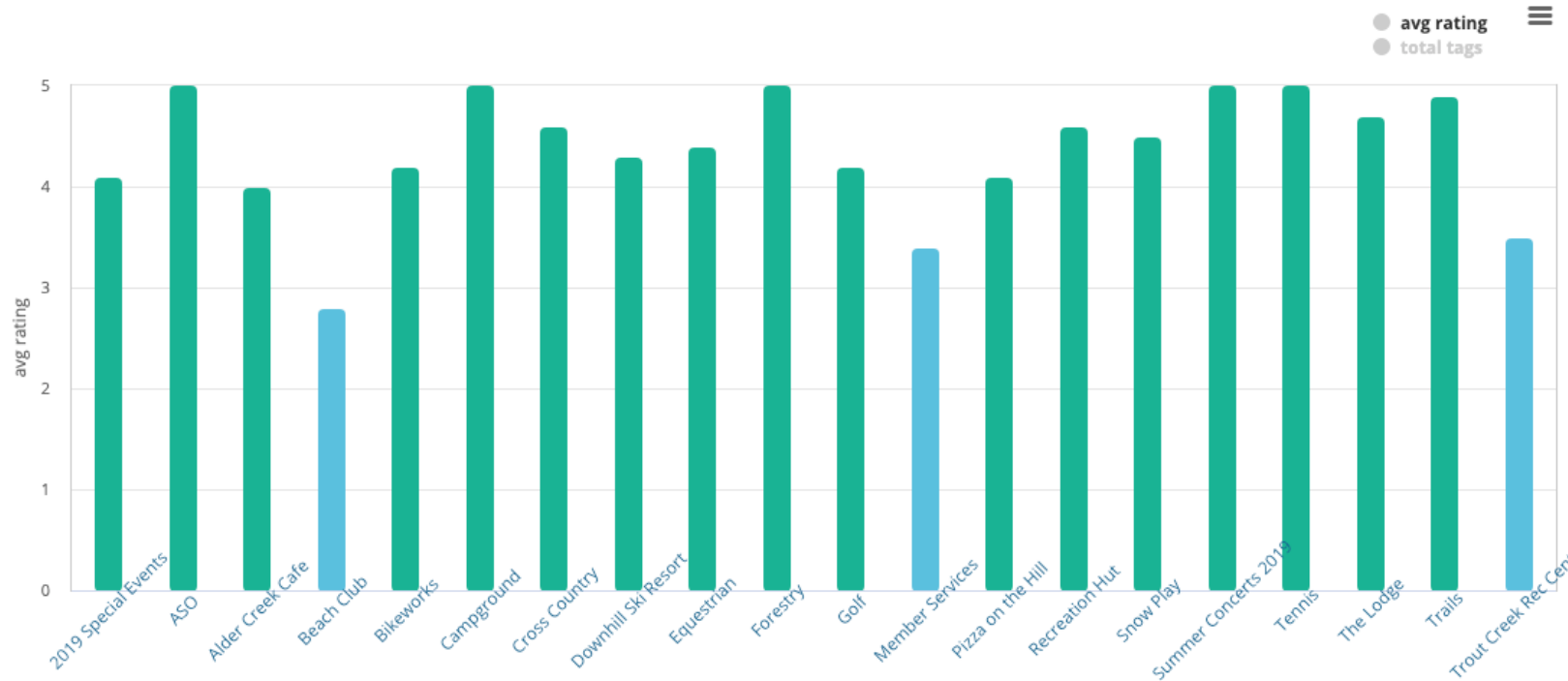
Amenity Access Policy Review

- Working on a few general conceptual options with a list of “menu” items that could be incorporated into each option.
- Feedback form is posted, feedback email address is live, Lindsay and I will be working on a survey to be administered next month
- Very divergent feedback to date from the membership
- Amenity usage analysis from 2017 to be updated with 2018 and 2019 data

CUSTOMER SERVICE REPORT – LIKEMOJI

TAGS (STAR RATINGS) <p>882 total</p>	RATINGS ★ <p>4.4 average</p>	MESSAGES (COMMENTS) <p>300 Total 4 Flagged 99 New 48 Important</p>	USERS (MOBILE ONLY) <p>38 new 686 total</p>
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CHARTS | All Categories | December 1, 2019 - December 31, 2019



FROM LIKEMOJI

DECEMBER TOTAL:
882 TOTAL STAR REVIEWS
300 COMMENTS
AVE. RATING: 4.4 OUT OF 5
(VS. DEC. 2018 = 4.4)

2019 TOTAL:
9,673 TOTAL STAR REVIEWS
984 COMMENTS
AVE. RATING: 4.4 OUT OF 5
(VS. 2018 = 4.3)



CUSTOMER SERVICE REPORT – ZENDESK

FROM ZENDESK

DECEMBER:
3,602 TOTAL HELP TICKETS
AVE. RATING: 96%
(INDUSTRY AVE. = 90%)

2019 TOTAL:
23,562 TOTAL HELP TICKETS
(VS. 2018 = 19,455)
AVE. RATING: 96.6%

NOTE: On-boarded the Downhill Sales Team on to Zendesk prior to the season start. Benefits include better metrics of volume to adjust for staffing and ability to follow customer through their interactions to provide a better experience, as well cross-train w/ Member Services to support both team’s customer service goals.

Ticket Stats

3,602 New Tickets <small>(total)</small>	3,499 Solved Tickets <small>(total)</small>	33 Backlog <small>(current)</small>	8,792 Agent Touches <small>(total)</small>	96% Satisfaction Rating <small>(average)</small>	5.88 hrs First Reply Time <small>(average)</small>
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Compare key metrics for your Zendesk



COVENANTS ENFORCEMENT YEAR-END

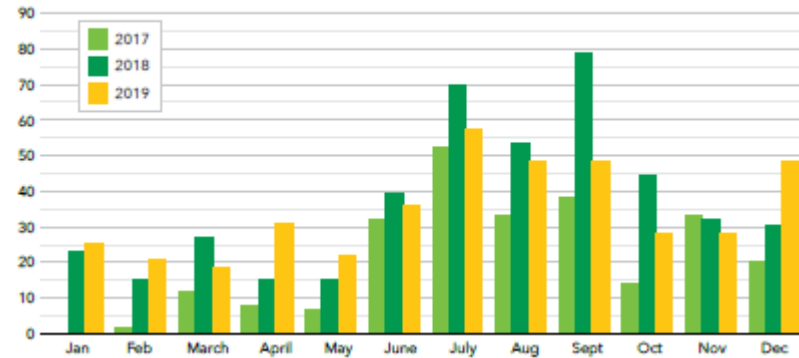
COMPLAINT CATEGORY	2017	2018	2019
Garbage Spill	56	66	102
Lighting	20	63	80
Noxious Activity	32	63	37
Noise	0	5	32
Comment/Concern/Opinion	6	32	30
Parking	15	50	29
Storage	42	70	26
Animal Control	1	21	18
Business Activities	3	9	12
Fire Safety	0	20	12
Non-Covenants	30	22	5
Nuisance	0	0	5
Common Area	2	0	4
Camping	1	3	2
Dilapidated Vehicle	3	1	2
Forestry	20	5	2
STR Non-Registration	N/A	N/A	2
Trash Dumping	0	0	2
Vehicle/Commercial	0	6	2
Vehicle Restriction	0	0	2
Inoperable Vehicle	1	0	1
Firearm (BB Gun)	0	1	0
Garbage Misc.	2	1	0
Hunting	0	1	0
Lighting Misc.	0	1	0
No Permit ASO	3	0	0
Private Property Machinery	2	0	0
Storage Misc.	12	0	0
GRAND TOTAL COMPLAINTS	251	440	407
GRAND TOTAL ACTUAL VIOLATIONS	144	266	301

The top two complaints in 2019 were garbage spills and exterior light pollution. Lighting complaints eclipsed storage complaints, which has traditionally been one of the top two complaints.

COVENANTS HEARINGS	FINE
APRIL	
Fire Safety (Defensible Space)	\$1,000
Garbage Spill	\$400
Garbage Spill	\$400
Noxious Activity (Loud Party)	\$200
Exterior Light Pollution	\$200
JUNE	
Noxious Activity (Loud Altercation)	\$200
STR Non-Registration	\$200
Noxious Activity (Dog Attack)	\$200
Noxious Activity (Trespassing)	\$200
Exterior Light Pollution	\$200
AUGUST	
Fire Safety (Defensible Space)	\$4,000
Fire Safety (Defensible Space)	\$2,000
Noxious Activity (Barking Dog)	\$400
Noxious Activity (Loud Party)	\$200
Exterior Light Pollution	\$600
SEPTEMBER	
Noxious Activity (Loud Party)	\$200
Exterior Light Pollution	\$200
Fire Safety (Defensible Space)	\$1,000
Noxious Activity (Trespassing)	\$200
NOVEMBER	
Noxious Activity (4 Events, Fire Safety, Trash Spill)	\$800
DECEMBER	
Fire Safety (Defensible Space)	\$1,000
Fire Safety (Defensible Space)	\$1,000
Tree Removal (16 Trees)	\$16,500
GRAND TOTAL	\$31,300

*No Covenants Hearings Fines were issued in January, February, March, May, July or October.

MONTHLY COVENANTS COMPLAINTS



COMPLAINT SOURCE	2017	2018	2019
Staff	108	73	95
OneStop	82	104	83
Email	39	152	121
In Person at ASO	11	20	28
Telephone	11	81	80
GRAND TOTAL COMPLAINTS	251	440	407

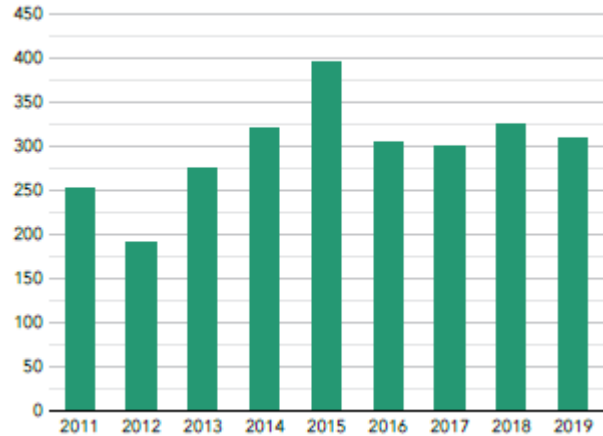
Items in Progress:

- Committee work on draft Covenants Enforcement Procedures Update
- Member education, engagement and excellent member service during enforcement process

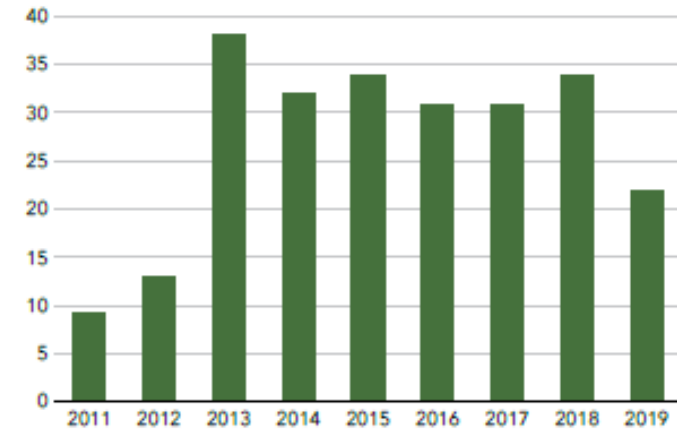


ARCHITECTURAL STANDARDS YEAR-END

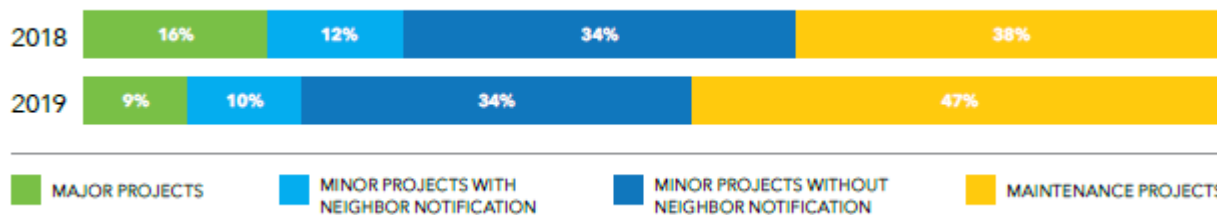
2019 ASO PROJECTS CREATED



2019 ASO HOUSE PROJECTS



PERMIT CATEGORIES COMPARISON



- 2019 Q4 MANAGEMENT OBJECTIVE - *ASO/ASC Task Force Recap (Extended)*

Items in Progress

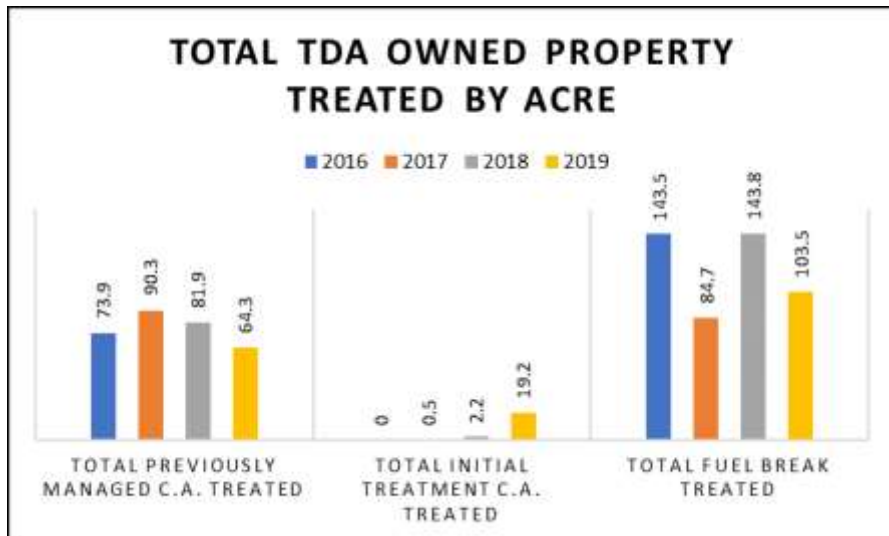
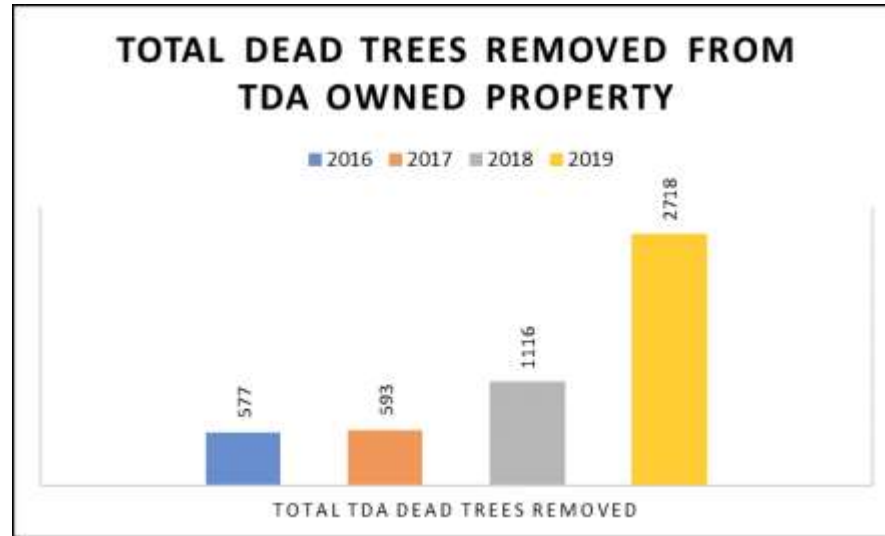
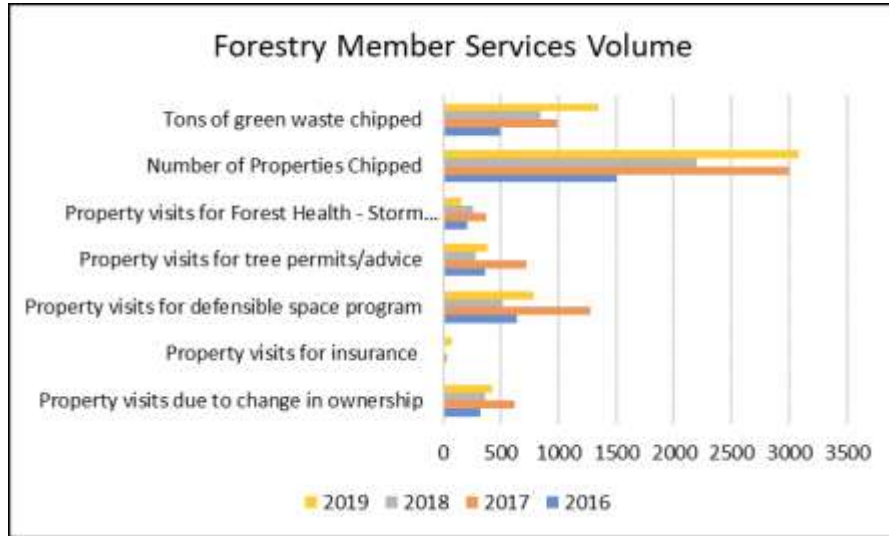
- Management Action Plan on ASO/ASC Task Force Recommendation in progress in addition to other management driven initiatives focused on continuous improvement; based on member permit surveys and other feedback tools.
- ASO Customer Service Survey
 - 4.1/5.0 satisfaction rating
 - Continuous following closure of permit

Year End Permit Highlights

- Total permit applications approved 327
- Total permits issued 296
- 22 new home construction permits issued



FORESTRY



Items in Progress

- 2020 Homeowner Defensible Space Inspection Program -1,049 properties were inspected
 - 67 properties passed the initial inspection
 - 982 needing some form of work to be compliant
- Initial pass/fail notification 50% complete; May 15 letter mailing

TRAILS + GOLF



Items in Progress

- 2020 Capital Projects Planning
- Nature Loop: California Department Fish and Wildlife Grant Application Submitted
- Trails Master Plan Update continues with goal of July completion



Items in Progress

- 3.5 acre bentgrass crop was successfully planted in Livingston, CA on 10/4/19
- Seed germination occurred in late October
- Mowing commenced in November. As of last report our future greens look great



TAHOE DONNER™

RISK + LOSS CONTROL

Accomplishments

- Workers Compensation Audit 2018-2019 completed
- General Liability Gross Receipts Audit 2018-2019 completed
- Mountain Guard Winter Loss Site Visit - January 8 successful visits with clean review
- Workers Compensation Claims Review Q1 with Interwest Insurance claims team – successful close of claims resulting in request to WCRIB for revised EXMod expected to result in decrease of ExMod from .89 to .84.
- 97% of managers/supervisors rated TD a safe place to work in recent survey

Property Casualty Claims

None

Year-end incident summary:

MONTHLY INCIDENTS SUMMARY 2019					
Incident Type	# of Cases	Medical	Non Medical		Total Cases
Burglar/Fire Alarm Activation	15	0	0		15
Cash Loss - Bank Shortage	0	0	0		0
Employee Injury/Illness	6	2	4		6
Guest Incident Injury	31	8	23		31
Incident Report - Facility	6	0	6		6
Dishonest Associate	0	0	0		0
TDA Auto Accidents	0	0	0		0
Theft of Company Property	1	0	0		1
					Total 59
WORKERS COMPENSATION					
	Notification Only	Medical Required			
	4	2			



AGENCY COLLABORATION

Truckee Tahoe Airport District

The Truckee Airport District is in the beginning stages of developing a Land Management Plan. Annie Rosenfeld was invited to participate as a stakeholder/representative of Tahoe Donner for the project. A stakeholder's kickoff meeting was held December where they covered the purpose and goals of the project, timeline, and some general question and answer period. The next scheduled meeting is in the spring.

Town of Truckee Secondary Residential Units Ordinance Update

Following the Town Attorney's review of the State legislation, which states that jurisdictions need to have the new ADU requirements in place by January 1, the Town Council adopted an urgency ordinance to incorporate the new ADU standards into the Development Code.

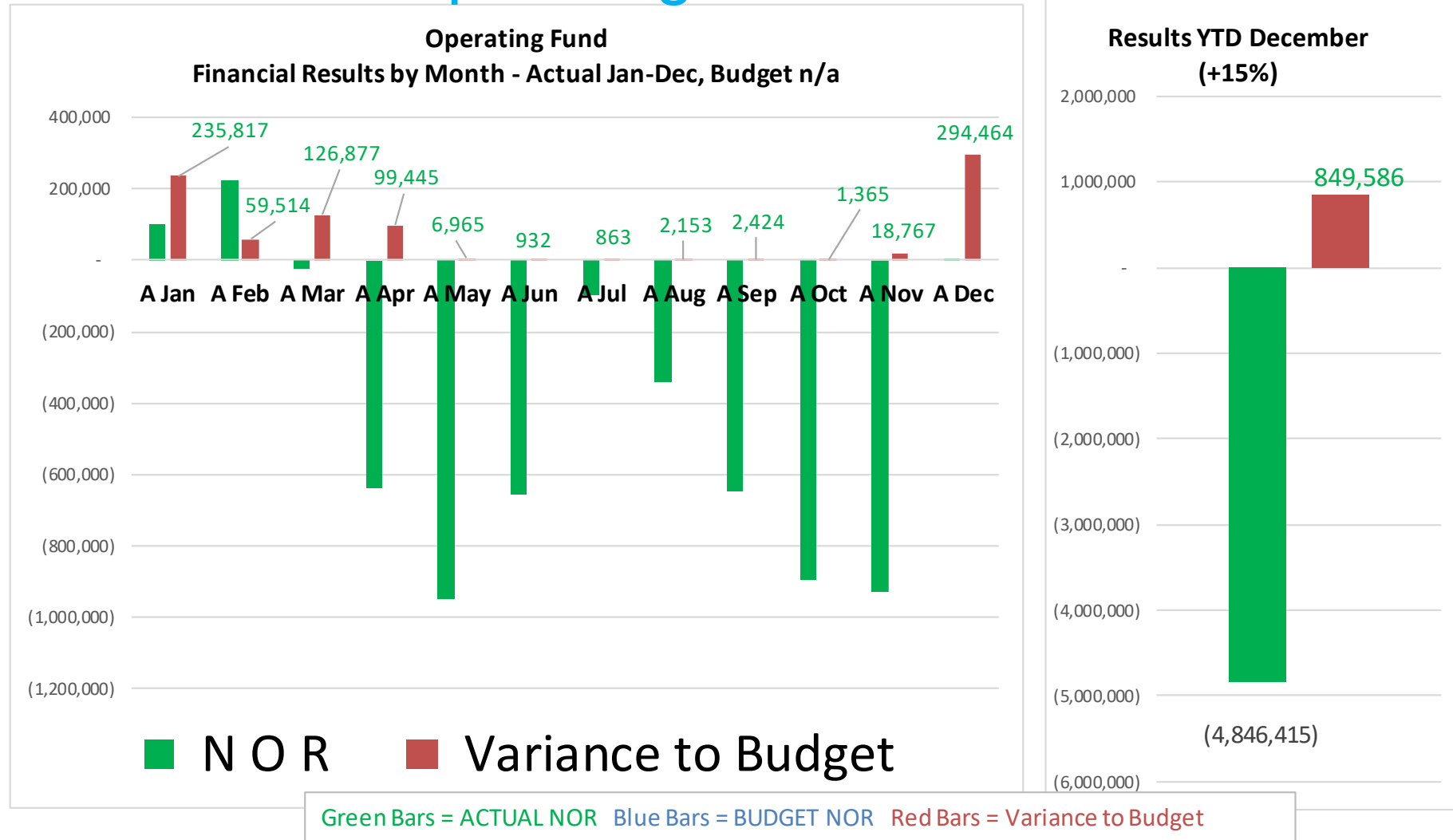
Truckee Fire Protection District

At the time of adopting Ordinance 2019-2, the Truckee Fire Protection District advised the public they would complete a review of the ordinance to gauge effectiveness, allow for discussion on possible improvements, and receive public feedback. The district messaged to the community through SierraSun, the district's social media, and HOA contacts about the review and call for public comment.

Truckee Donner Public Utility District- See agenda item Public Safety Power Outage



2019 Financial – Operating Fund Results



See separate agenda topic – Q4 Financial Briefing for additional information

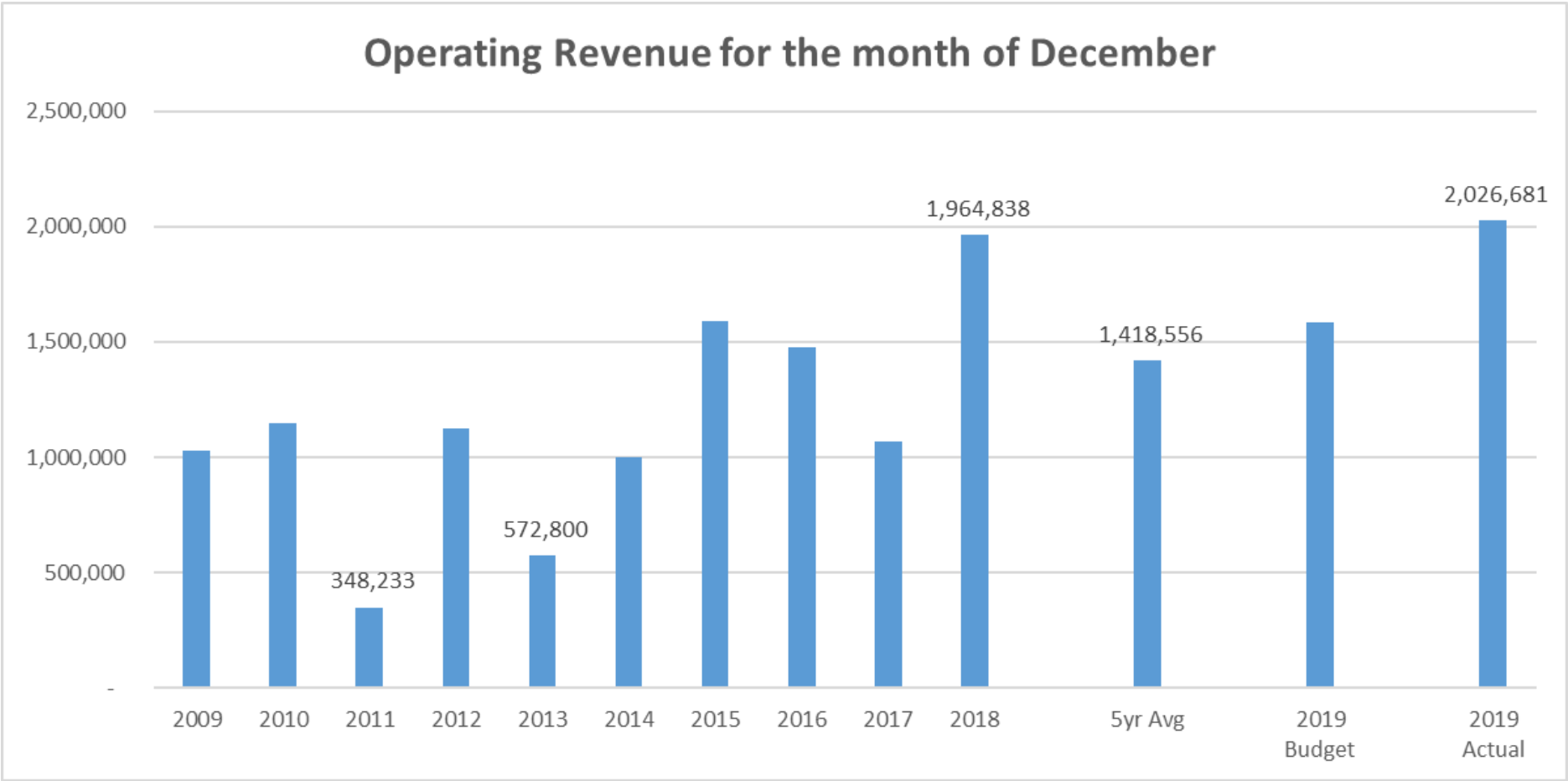
Closed out the year with strong results.

NOR Favorable to last year \$850,000 and NORBO favorable to prior year \$391,000

December was NOR was as positive \$2,464 (green bar too small to show)



2019 Financial Update – December Revenue Historical



10 Year CAGR:
Revenue 7.0%
Costs 5.1%
CA Min Wage (8-12) 4.1%
\$13 effective 1/1/2020



Director of Finance and Accounting - Keynotes

Tahoe Donner is now a 70 million dollar company. Total Assets at 12/31/2019 \$71.5 million
Op Fd Net Operating Results - December beat budget by \$294,000! 2019 beat budget by \$850,000!
2019 record revenue of \$14.7 million, prior record \$13.4m(2018) *Record Revenue for December also.*

2020 Budget is \$14.1m (and does not have \$1.2m of golf)

Christmas Peak Period (16 days) was very good, as was last year.

Total revenue of \$2.2m up 1.5% (Pizza closed \$46k last year and added ACCafe dinners +28k)
toPY Rev/Visits – DHSki +1%/-5% XCSki +22%/+29% Snowplay +3%/-0% Lodge -8%/-12%

Martin Luther King holiday Peak Period (3 days) was very good.

Total revenue of \$442,000 was up 13% to prior year and a new record (2017 425,000)
toPY Rev/Visits – DHSki +18%/+30% XCSki +28%/+46% Snowplay +14%/+14% Lodge -6%/-30%

5501 Subcommittee meeting on December 1/28, Annual Audit fieldwork starts 2/10 -

Audit Report released March – Annual Report to Members prep in early April for May TDNews release

Finance Committee meeting and several meetings on FC Charter revisions

1099s / W-2s / 5501 / Q4 Yearend close / audit preparations

Rolling the year, all reporting is a large project, as is finalize daily/monthly and uploading 2020 Budget

Accounts Payable clerk position vacancy finding hard to fill

Financial Analyst – 1st interviews this past week



Director of Finance and Accounting - Keynotes

Information Technology

- Aspenware DP and IT Strategic Plan draft review pushed to February Board meeting ☹️
- All systems ran well over the two critical peak periods since last Board meeting 😊
- Server software upgrades- Windows server 2008 was End Of Life, upgrading large project
- Workstations software upgrades- windows 7 to windows 10 pro, large project
- Trout creek setup - IT WIP of installing the network equipment, digital signage, smart equipment, TV and automation touch panels
- EMV- Developing a RTP intergraded EMV solution to eliminate credit card security risks and the overhead of PCI compliance

Capital Projects

- See Capital Projects update, separate agenda item



Director of Finance and Accounting - Keynotes

Member Services

- Continued implementation and training with Downhill Ski's adoption of Zendesk
- Develop cross training programs between Downhill Ski and Member Services to be more efficient, cross-train select marketing staff to serve as Member Services back-up for peak times

Marketing, since last Board meeting:

- Communications to support holiday events and programs across all amenities
- Jan / Feb TD News
- Winter campaign to support learn to ski programs and winter amenities
- Continued communications in support of Alder Creek Dinners and events
- Launched campaign in support of Giving Fund Speaker Series
- Working with Ski CA, TD safety department and Downhill to communicate safety month activities
- XC Photoshoot week of Jan 13. Photos to be featured in Feb. TD news.

Marketing, notable upcoming items:

- Trout Creek signage – working with Jon, Ali and Kyle
- Edi-Bol For Good, Elections communications, and Summer Camps campaigns
- March TD News
- Continued winter campaign to support winter amenities

NEW MANAGEMENT GOALS & OBJECTIVES

DISCUSSION

- Employee Development and Succession Planning – **DRAFT**
Establish a workforce organizational development plan which addresses individual growth, advancement, and succession, as well as solidifying a competent, outstanding performing team that provides high quality services to the Tahoe Donner membership.
- Financial Transparency
 - Looking for board clarification and desired outcomes on objective