

MANAGEMENT QUARTERLY OBJECTIVES 2020

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.

Guiding Principles:

- Support the member 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

2020 MANAGEMENT GOALS AND OBJECTIVES

FIRE SAFETY		QUARTERLY OBJECTIVES/TASKS						
<p>Establish a proactive approach to maintaining the health of Tahoe Donner natural resources for fire safety through an effective industry leading Forest Management Plan; Homeowner Defensible Space Inspection Plan; Insurance industry education; short and long-term programs to create early warning systems and safety power supply systems; cooperatively work with neighboring properties to create fire safe buffer zones</p>	Q1	ASSIGNED TO:	Establish and formalize relationship with UC Berkeley Fire Sciences department for either use of Tahoe Donner as case study, and or paid review/consultation for report on Tahoe Donner forest management to include recommendations for programmatic and treatment changes.	Develop a membership education series to increase awareness of fire safety and emergency preparedness including lessons learned from relevant regional wildfires. Publish introduction to educational series in April TDNews for membership planning				
		TACTICS/DELIVERABLES/KPIS	RELATIONSHIP BUILDING & PROJECT UNDERSTANDING	PROGRAM SCHEDULE & SPEAKERS				
		STATUS	IN PROGRESS 50%	IN PROGRESS 60%				
	Q2	ASSIGNED TO:	Organize a roundtable meeting with Town of Truckee Emergency Services officials, Truckee Fire Protection District, Cal Fire, US Forestry, utility officials and TD staff to discuss emergency egress needs and alternatives for Tahoe Donner.	Engage with the Town of Truckee to develop a plan to establish new egress routes, if warranted from emergency management professionals, including necessary funding mechanisms.	Analyze and communicate emergency notification deficiencies to Town of Truckee Emergency Services as a result of Tahoe Donner's terrain and develop infrastructure to remedy the deficiencies. Develop recommendations for communication to Town of Truckee and/or for Tahoe Donner budgeting and implementation.	Initiate and coordinate UC Berkeley Fire Sciences field study.	Execute on membership education series starting in Q2 through Q3.	
		TACTICS/DELIVERABLES/KPIS						
		STATUS	Not Started	Not Started	Not Started	Not Started	Not Started	
	Q3	ASSIGNED TO:	Prepare a recommended budget to implement based on recommendations made by UC Berkeley Fire Sciences Program/Director as presented to Board. Results are expected to continue addressing forest health and removal of fuels on Association owned property at or above current levels; both in expenses and acreage.	Execute on installation of ALERT Wildfire camera and monitoring system on Tahoe Donner property which integrates with the regional early wildfire detection effort.	Conduct a Town Hall meeting with insurance professionals to discuss insurance issues as they relate to the status of the industry, insurers reasonings for cancellation. For instance, emergency egress routes, and topography, locations of fire hydrants, etc. Present to Board and educate membership on outcomes.	Report on the status of the plans with timeline and milestones to establish new egress routes.	Collaborate with neighboring land owners (USFS, Truckee Donner Land Trust, 7Cs, etc.) to encourage fuels management. To intertwine with existing efforts in large scale landowner fire hazard mitigation projects as organized in emerging consortium.	
		TACTICS/DELIVERABLES/KPIS						
		STATUS	Not Started	Not Started	Not Started	Not Started	Not Started	
	Q4	ASSIGNED TO:	Update Tahoe Donner Forest Management Plan for resubmittal to State of California.	Begin project planning site work for implement the recommendations of the UC Berkeley Fire Sciences results as they apply to board approved recommendations and budget allocation.	Report on the status of the plans with timeline and milestones to establish new egress routes.	Initiate discussion with US Forest Service to transfer inholdings to Tahoe Donner or other land conservation entity to achieve continued recreation offerings and allow for fire hazard mitigation and forest health projects to develop.		
		TACTICS/DELIVERABLES/KPIS						
		STATUS	Not Started	Not Started	Not Started	Not Started		

2020 MANAGEMENT GOALS AND OBJECTIVES

COVENANTS AND ARCHITECTURAL STANDARDS	QUARTERLY OBJECTIVES/TASKS														
<p>Maintain Tahoe Donner covenant and architectural standards through executing on the long-term architectural standards homeowner inspection program; including a cohesive program to address high impact and/or deficient properties; completing the association's governing documents update and rules updates to align with the current legislations, the CA Corporation Code and Davis Stirling Act; enforce and track violations in an efficient and timely manner.</p>	<p>Q1</p>	<p>Review existing and desired timeline for enforcement with required due process established. Following review, draft new board and Architectural and Covenants committee enforcement policy for homes not achieving committee established timelines which are also accruing fines. Policy to consider next step options for action for association to contract work to reduce neighbor aesthetic and defensible space impact. Communicate changes to the membership.</p>	<p>Communicate baseline information to Board on compliance enforcement for architectural standards through the creation of quarterly report. Review results quarterly.</p>	<p>Create and implement communication and education campaign to address member perception of standards and enforcement.</p>	<p>Develop and communicate new initiative under the homeowner inspection program (HOIP) to perform a 100% drive-around visual survey of owner properties in Q2 to identify non-compliant eyesore properties. E11</p>	<p>Review Architectural Standards permit process and recommend additional changes to committee and board for improved processes focused on efficiencies and homeowner facilitation ease. Complete benchmark of other homeowner association permit processes. Recommendations based on project survey data, benchmark, simplification focus, and mission alignment.</p>	<p>Implement a FAQ and expanded Zendesk for improved member services. Based on multi-departmental customer service improvement initiatives and resource allocation approvals.</p>								
		<p>ASSIGNED TO: Annie Rosenfeld</p>	<p>TACTICS/DELIVERABLES/KPIS</p>	<p>SUMMARY REPORT</p>	<p>TDNEWS ARTICLES & WEB ENHANCEMENTS</p>	<p>PROGRAMMATIC CHANGE DOCUMENTS</p>	<p>BENCHMARK; RECOMMENDATION DOCS</p>	<p>FAQ; TRAINING OF STAFF</p>	<p>STATUS</p>	<p>IN PROGRESS 50%</p>	<p>COMPLETE</p>	<p>COMPLETE</p>	<p>IN PROGRESS 75%</p>	<p>IN PROGRESS 30%</p>	<p>IN PROGRESS 30%</p>
		<p>BOARD UPDATE</p>	<p>TBD</p>	<p>JAN 2020 REPORT; NEXT Q REPORT APR 2020</p>	<p>APR TDNEWS; WEB PHASE 1</p>	<p>ASC REVIEW DONE; NEXT BOD REVIEW</p>	<p>TO GO TO ASC; THEN BOD REVIEW</p>	<p>NA</p>							
	<p>Q2</p>	<p>Test effectiveness of communication campaign and education lift with member survey</p>	<p>Prepare reporting and recommendations for improvement for committee and board review and approval.</p>	<p>Continue communication and education campaign lift as detailed in Q1 plan.</p>	<p>Complete 100% drive-around visual survey of owner properties and identify non-compliant eyesores in community. Cross reference with existing compliance database and addresses any new minimum maintenance non-compliance notification and enforcement processes. Report to committees and board on findings.</p>	<p>Review architectural standards and covenants quarterly enforcement report with board.</p>									
		<p>ASSIGNED TO: Annie Rosenfeld</p>	<p>TACTICS/DELIVERABLES/KPIS</p>	<p>STATUS</p>	<p>BOARD UPDATE</p>	<p>Not Started</p>	<p>Not Started</p>	<p>Not Started</p>							
		<p>BOARD UPDATE</p>	<p>Not Started</p>	<p>Not Started</p>	<p>Not Started</p>	<p>Not Started</p>	<p>Not Started</p>	<p>Not Started</p>							
	<p>Q3</p>	<p>Review architectural standards and covenants quarterly enforcement report with board.</p>	<p>Continue communication and education campaign lift as detailed in Q1 plan.</p>												
		<p>ASSIGNED TO: Annie Rosenfeld</p>	<p>TACTICS/DELIVERABLES/KPIS</p>	<p>STATUS</p>	<p>BOARD UPDATE</p>	<p>Not Started</p>	<p>Not Started</p>	<p>Not Started</p>							
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	<p>Q4</p>	<p>Review architectural standards and covenants quarterly enforcement report with board.</p>	<p>Continue communication and education campaign lift as detailed in Q1 plan.</p>												
		<p>ASSIGNED TO: Annie Rosenfeld</p>	<p>TACTICS/DELIVERABLES/KPIS</p>	<p>STATUS</p>	<p>BOARD UPDATE</p>	<p>Not Started</p>	<p>Not Started</p>	<p>Not Started</p>							
		<p>BOARD UPDATE</p>	<p>Not Started</p>	<p>Not Started</p>											

2020 MANAGEMENT GOALS AND OBJECTIVES

UNDERSTANDING THE MEMBER	QUARTERLY OBJECTIVES/TASKS							
<p>Develop metrics to understand ever changing member demographics and family groups, amenity and property utilization patterns, and system to routinely interact with members to understanding their service level desires compared to existing programs and services.</p>	Q1		<p>Develop and begin executing on member survey editorial calendar with no more than two surveys per month</p>	<p>Complete membership personas and demographic analysis</p>	<p>Work with stakeholder team to create 2020 Member Survey questionnaire</p>	<p>Conduct an analysis of employee vs contractor option for a centralized online sales and member service function to address the major amenity and homeowner membership interaction functions.</p>		
		ASSIGNED TO: Lindsay Hogan	TACTICS/DELIVERABLES/KPIS	SURVEY SCHEDULE	MEMBER SURVEY	ANALYSIS REPORT		
		STATUS	COMPLETE	Not Started	IN PROGRESS	IN PROGRESS		
	Q2		<p>Provide New homeowner reporting metrics (from welcome survey) and launch exit membership survey program</p>	<p>Launch and promote 2020 Member Survey (28-day window)</p>	<p>Launch location intelligence and population movement insight program, providing location information and baseline demographic data for people inside the Tahoe Donner boundaries and at our facilities.</p>	<p>Research and potentially be prepared to implement an appropriate middleware unity API platform to connect the existing systems to a proven eStore platform.</p>	<p>Develop and implement fiber optic connections solutions to all association facilities to address bandwidth deficiencies related to existing and new cloud-based system integration.</p>	
		ASSIGNED TO: Lindsay Hogan	TACTICS/DELIVERABLES/KPIS	STATUS	Not Started	Not Started	Not Started	Not Started
		STATUS	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started
	Q3		<p>Provide full report and presentation to the board and membership with results and trends from the 2020 Member Survey</p>	<p>Complete 2020 Member Survey open-ended feedback analysis</p>	<p>Identify resources and budget for 2021 Understanding the Member objectives</p>	<p>Research and implement a modern online eStore software solution using the coordinated and fielded Unity middleware platform to create a modern and seamless membership access and sales solution for all online sales. Budget estimates for this project should be included in the 2020 budget development process.</p>		
		ASSIGNED TO: Lindsay Hogan	TACTICS/DELIVERABLES/KPIS	STATUS	Not Started	Not Started	Not Started	Not Started
		STATUS	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started
	Q4		<p>Provide year-end feedback summary dashboard for 2020</p>	<p>Set 2021 survey editorial calendar</p>	<p>Lock 2021 Understanding the Member objectives and resources Q1 Objectives</p>	<p>Develop and begin executing on member survey editorial calendar with no more than two surveys per month</p>	<p>Complete membership persona and demographic analysis</p>	<p>eStore go live</p>
		ASSIGNED TO: Lindsay Hogan	TACTICS/DELIVERABLES/KPIS	STATUS	Not Started	Not Started	Not Started	Not Started
		STATUS	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started

2020 MANAGEMENT GOALS AND OBJECTIVES

PRIVATE AMENITY ACCESS POLICY AND PRICING	QUARTERLY OBJECTIVES/TASKS							
Review the existing private amenity access policy and update the policy and pricing of association offerings to value core member utilization of amenities prices at a level that values the mutual benefit nature of the association but allows members guest and public use of excess capacity.	Q1		Review, Summarize, and update the previous news article and membership outreach on the "The Way We Pay" to determine current membership understanding and beliefs in this area.					
		ASSIGNED TO: Miguel Sloane	TDNEWS ARTICLE					
		TACTICS/DELIVERABLES/KPIS	STATUS	COMPLETE				
	Q2		Identify the challenges and opportunities within the existing private amenity access policy and pricing structure to improve the member experience at each private amenity.	Conduct a current data analysis of private amenity access with current data from 2016 until present across all categories of access (member, accompanied guest, and unaccompanied guest). This should include benchmark comparable operations and pricing in the region.	Develop a member communication plan (articles, surveys, townhall, focus groups, etc.) to determine the current expectations of members related to the private amenities, including access, capacity, pricing, and service levels.			
		ASSIGNED TO: Miguel Sloane	SURVEY DRAFT					
		TACTICS/DELIVERABLES/KPIS	STATUS	COMPLETE	Not Started	Not Started		
	Q3		Identify recommendations to update to the existing Private Amenity Access Policy and pricing; soliciting membership feedback on draft recommendations, including legal review to ensure updated policy is integrated with association governing documents and due process with the memberships related to any small, fundamental, or significant change from the prior private amenity access policy.	Seek board review and approval of an updated Private Amenity Access Policy and incorporate the changes into the associations 2021 budget				
		ASSIGNED TO: Miguel Sloane						
		TACTICS/DELIVERABLES/KPIS	STATUS	Not Started	Not Started			
	Q4		Communicate changes to the membership and begin updated policy implementation frontline training and implement update policy.	Develop and launch a private amenity policy membership monitoring and feedback program to quickly ascertain membership understanding and receptions of new access policy coupled with actual utilization data monitoring.				
		ASSIGNED TO: Miguel Sloane						
		TACTICS/DELIVERABLES/KPIS	STATUS	Not Started	Not Started			

2020 MANAGEMENT GOALS AND OBJECTIVES

WORK IN PARTNERSHIP WITH LOCAL COMMUNITY		QUARTERLY OBJECTIVES/TASKS						
Partner with the Town of Truckee, Special Districts, and community organizations to promote the best interest of Tahoe Donner members while also valuing the resort community economic dynamis of programs and services that build upon the Truckee community	Q1	ASSIGNED TO: Annie Rosenfeld & Lindsay Hogan	Collaborate with Town/Police/CHP to educate members and their guests of winter safety and emergency preparedness messaging through collaborative Tahoe Donner News Story	Explore with the TDPUD the feasibility of undergrounding TD's utility lines. On a quarterly basis, report to the Board about any programs which TD would be eligible for that would assist with financing the work.				
		TACTICS/DELIVERABLES/KPIS						
		STATUS	COMPLETE	In Progress 60%				
	Q2	ASSIGNED TO: Annie Rosenfeld	Partner with Keep Truckee Green/Town of Truckee to launch and promote blue bin adoption and further communicate green waste bin operations in 1 or more new method.	Collaboratively plan and execute multi-agency emergency evacuation drill.	Develop next steps funding and project implementation with Town of Truckee and State Park to improve the parking and pedestrian circulation at the Beach Club Marina along Donner Pass Road for project year 2021.	Partner with Town of Truckee for the Town to take over the Truckee Thursday's shuttles from Tahoe Donner to Down Town Truckee.		
		TACTICS/DELIVERABLES/KPIS						
		STATUS	Not Started	Not Started	Not Started	Not Started		
	Q3	ASSIGNED TO: Annie Rosenfeld	Work in tandem to local fire district to further educate members and their guests of Fire Safety and prevention messaging through collaborative Tahoe Donner News Story	Prepare information material to membership on the feasibility of undergrounding TD's utility lines to solicit membership feedback in a coordinated program with TDPUD.	Partner with the USFS to develop future defensible space projects on USFS property bordering to Tahoe Donner.			
		TACTICS/DELIVERABLES/KPIS						
		STATUS	Not Started	Not Started	Not Started			
	Q4	ASSIGNED TO: Annie Rosenfeld	Review membership feedback and survey results on feasibility of undergrounding TD's utility lines with TDPUD.	Develop strategy with TDPUD to move project forward in 2021 given appropriate support from TD Membership and TDPUD.				
		TACTICS/DELIVERABLES/KPIS						
		STATUS	Not Started	Not Started				
EMPLOYEE DEVELOPMENT AND SUCCESSION PLANNING		QUARTERLY OBJECTIVES/TASKS						
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.	Q1	ASSIGNED TO:	Draft action plan towards achieving goal.					
		TACTICS/DELIVERABLES/KPIS	ACTION PLAN					
		STATUS	IN PROGRESS					
	Q2	ASSIGNED TO:						
		TACTICS/DELIVERABLES/KPIS						
		STATUS						
	Q3	ASSIGNED TO:						
		TACTICS/DELIVERABLES/KPIS						
		STATUS						
	Q4	ASSIGNED TO:						
		TACTICS/DELIVERABLES/KPIS						
		STATUS						
FINANCIAL TRANSPARENCY	QUARTERLY OBJECTIVES/TASKS							
	Q1	ASSIGNED TO:						
		TACTICS/DELIVERABLES/KPIS						
		STATUS						
	Q2	ASSIGNED TO:						
		TACTICS/DELIVERABLES/KPIS						
		STATUS						
	Q3	ASSIGNED TO:						
		TACTICS/DELIVERABLES/KPIS						
		STATUS						
	Q4	ASSIGNED TO:						
		TACTICS/DELIVERABLES/KPIS						
STATUS								