

WORKING DRAFT COVID-19 RESPONSE + REOPENING PLAN

BOARD OF DIRECTORS MEETING MAY 16, 2020



PURPOSE + GOAL

- Review of Tahoe Donner COVID-19 response and recovery
- Current thinking on:
 - Criteria for reopening
 - Modified operations model, which will allow management the flexibility to vary/customize by operation
 - Tentative schedule for reopening
- Seeking endorsement by the board of reopening plan

COVID-19 RESPONSE OBJECTIVES

- ENSURE EMPLOYEE AND MEMBER SAFETY AND HEALTH
 - Governor's Exec Order
 - Best practices, social distancing, and strict protocols for essential workers
- CORPORATE RESILIENCE
 - Financial impact to organization; short, mid and long-term
 - Member impact and value
 - Address employee impact: Support + Retention
- RECOVERY
 - Ensure employee base is solid and able to respond to ramp up when allowed
 - Stabilize volatility where possible
 - Conservative expense to minimize loss while providing services within agency edicts, and risk tolerance
- COMMUNICATION
 - Clear and frequent communication with members and staff

COVID-19 RESPONSE TIMELINE

LOCAL + STATE

STATE

- March 4 –State of Emergency Declared
- March 19 - Executive Order Mandatory Stay at Home
- April 14 – 6 Critical Indicators
- April 28 – Resilience Roadmap
- May 4 – Progress to early Stage 2; County readiness through attestation

NEVADA COUNTY

- April 15 – PHO Stay at Home Order
- **April 29 - Recovery Advisory Committee**
- May 12 – Attests to move through Stage 2

TAHOE DONNER

- **February 27**
 - Implemented and onsite communication of COVID-19 mitigation measures for employees and guests
 - Developed evergreen COVID-19 Operating and Exposure Plan
- March 12: Implemented member COVID-19 communications plan
- March 13-16
 - Initiated amenity and facility temporary closures through March 31
 - Extended closures due to CA Exec Order
- March 13-28: Developed April Op scenarios & financial modeling
- April: Developed May Ops scenarios and draft Summer Ops Plans
- **April 29**
 - **Management invited to sit on NV County Recovery Advisory Committee**
 - Participation in Truckee Recreation Roundtable activities
- May 1-15: Further drafting of Summer Ops Plans & begin financial modeling

BUILDING ASSUMPTIONS FOR PLANNING

- REGULATIONS IMPACT SCENARIOS:
 - Executive order continues most of summer - UNREALISTIC
 - Full release and life goes back to 'normal'– UNREALISTIC
 - Slow release on restrictions starting sometime in summer – MOST REALISTIC
- REGIONAL RECREATION AND OTHER LIKE INDUSTRIES:
 - Mixed approaches
- TDA CORE FUNCTIONS:
 - Homeowner Association – member service, accounting, communication/marketing, architectural standards/covenants, facility maintenance, land management, security and safety
 - Adaptability for volume changes, technology enhancement
 - Recreation Amenities – minimum offering; keep it simple
- EMPLOYEE COMPETENCIES AND FUNCTIONS:
 - Essential staff for core functions
 - Cross-functionality
 - Maintenance of human capital

TAHOE DONNER'S RISK LEVELS BY SERVICE

ESSENTIAL BUSINESS

- HOA Services
- Maintenance of Facilities
- Forestry
- Construction
(Ex: Golf Course Project)

LOW RISK

- Trails
- Tennis
- Beachclub (Boat Launch)
- Equestrian (Boarding Only)
- Driving Range
- Family-unit only activity
- Private Lesson/Program
(Not Aquatics)
- Curbside Food + Beverage
- Physical Distanced Dining

HIGH RISK

- Trout Creek Rec Center
- Pools
- Campground
- Recreation Programs
- Day Camps
- Special Camps + Clinics
- Group Activities/Lessons
Outside the Family Unit
- Rentals Dependant on
Material Surface
- Banquets



CRITERIA FOR REOPENING + ADDING SERVICES



SAFETY

- Risk Assessment
- COVID Mitigation + Hygiene



REGULATORY REQUIREMENTS

- Opening Requirements
- State/County



FINANCIAL ASSESSMENT

- Cost of services
- Cost recovery
- Preservation of human capital



MEMBER DEMAND

- Impact
- Interest

FLOW FOR OPENING AND ADDING SERVICES

STEP 01 OPENING W/ PHYSICAL DISTANCING LIMITED SERVICES 

Tennis Example:
Family Play, Member Access

STEP 02 REASSESS CRITERIA FOR EXPANDING SERVICES 

- SAFETY**
 - Risk Assessment
 - COVID Mitigation
 - Hygiene
- REGULATORY REQUIREMENTS**
 - Operating Requirements
 - State/County
- FINANCIAL ASSESSMENT**
 - Cost of services
 - Cost recovery
 - Preservation of human capital
- MEMBER DEMAND**
 - Impact
 - Retain M.C.

STEP 03 ADDING LOW-RISK ACTIVITIES 

Tennis Example:
Private + Family Unit Semi-Private Lessons

STEP 04 REASSESS CRITERIA FOR EXPANDING SERVICES 

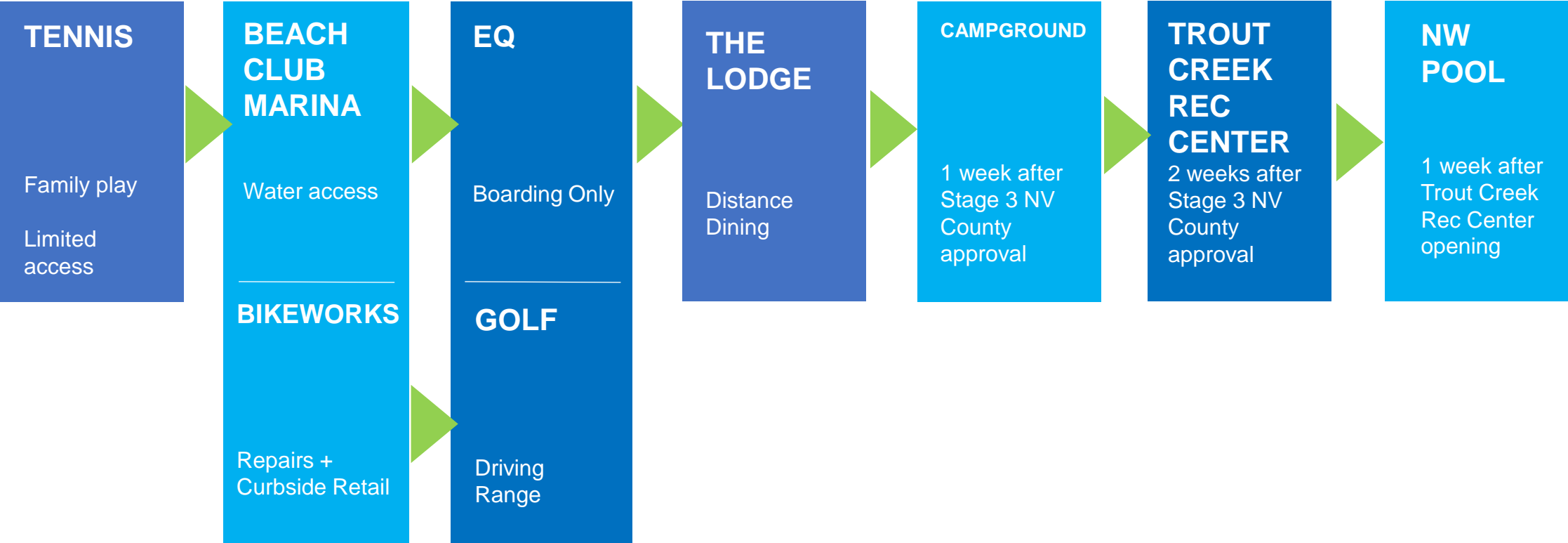
- SAFETY**
 - Risk Assessment
 - COVID Mitigation
 - Hygiene
- REGULATORY REQUIREMENTS**
 - Operating Requirements
 - State/County
- FINANCIAL ASSESSMENT**
 - Cost of services
 - Cost recovery
 - Preservation of human capital
- MEMBER DEMAND**
 - Impact
 - Retain M.C.

STEP 05 ADDING HIGHER-RISK ACTIVITIES 

Tennis Example:
Guest Lounge Open

TENTATIVE REOPENING

Initial sequence



INITIAL SERVICE LIMITATIONS

ACTIVITY	DETAIL
Tennis	Reservation + Limited Inventory– family unit play only
Beach Club Marina	Launching and lake access only – SUP/kayak only
Bikeworks	Repair + Curbside Retail – 4-day/wk
Golf Driving Range	Self-Serve (weather dependent)
Beach Club Marina + Grill	Reservation + Limited Only – beach access Curbside F&B
Bocce, Volleyball, Horseshoe, Archery @ Northwoods Clubhouse	Self-serve; Family unit play only
Equestrian Center	Boarding only
The Lodge	Distance Dining
T9 Grill	Lunch service and ongoing dinner take out
Tennis (added services)	Private + semiprivate lessons
Trout Creek Recreation Center	Reservation + Limited Inventory – access only

*subject to application of financial criteria factors

QUESTIONS?

SUMMER YOUTH PROGRAMS

DECISION MAKING

- Youth programs are not workforce day care
- Safety
 - Reduce and/or eliminate temporarily high-risk activities
 - When high risk is access/use of amenity, put controls in place to reduce risks
- Regulatory Impacts
 - Requires reduced participant : counselor ratio
 - Social distance and children's nature
 - Safety and hygiene standards reduce activities and increases resource needs
- Cost Recovery
 - Reduced numbers would require subsidization
- Compromise of member expectations of program quality
- Additional human resource needs

FUTURE CONSIDERATIONS FOR ALTERNATIVE

- Following assessment of rest of operational opening
- Private, small family unit youth excursion/exploration
- Achieve reopening criteria

