

The background features a light blue gradient that transitions from a pale, almost white hue at the top to a deeper, more saturated blue at the bottom. Scattered across this gradient are numerous water droplets of various sizes and shapes. Some droplets are large and prominent, showing clear highlights and shadows that give them a three-dimensional appearance. Others are smaller and more subtle, blending into the background. The overall effect is clean, fresh, and modern.

STRATEGIC PLAN UPDATE

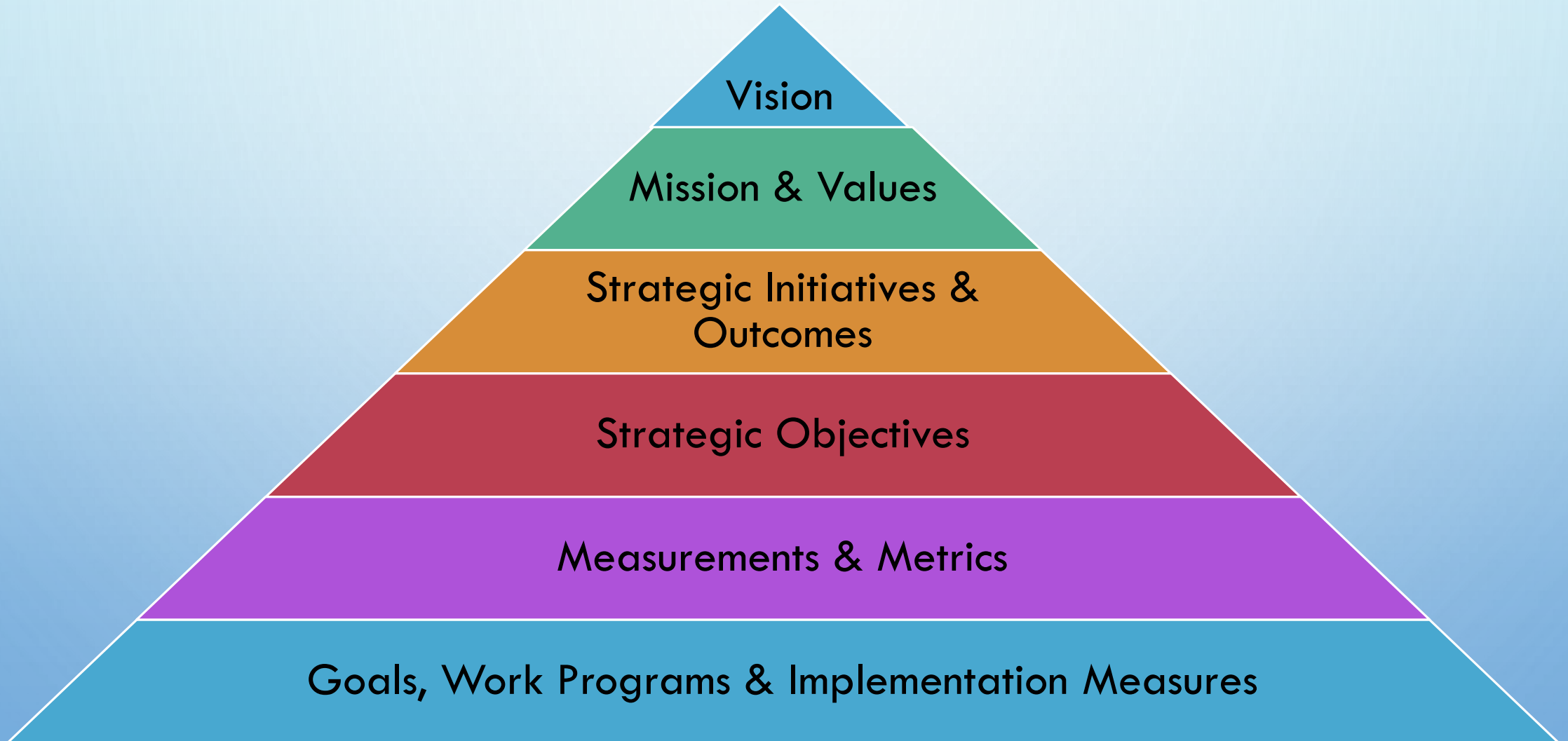
PURPOSE & BENEFITS OF A STRATEGIC PLAN

- CREATES PLAN TO ACCOMPLISH VISION AND MISSION
- ALLOWS BOARD OF DIRECTORS TO GOVERN EFFECTIVELY BY CREATING CLEAR EXPECTATIONS OF RESULTS TO BE ACCOMPLISHED BY ORGANIZATION
- FOCUSES BOARD ON “ENDS VS. MEAN” – THE WHAT AND WHY OF THE WORK OF TAHOE DONNER
- EMPOWERS THE GENERAL MANAGER AND STAFF TO DETERMINE THE “MEANS TO THE ENDS” – WHO, HOW, WHEN AND AT WHAT COST?
- INFORMS AND EDUCATES OUR HOMEOWNERS OF WHAT THE ORGANIZATION IS TRYING TO ACCOMPLISH AND HOW
- ESTABLISHES OUTCOME BASED GOALS AND SUCCESS MEASUREMENTS

**Vision
without
execution
is just
hallucination.**

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ELEMENTS OF A STRATEGIC PLAN



STRATEGIC INITIATIVES – REFINING OUTCOMES

- DISTINCT INITIATIVES AND CORRESPONDING OUTCOMES THAT ARE IMPORTANT AND INTEGRAL TO TAHOE DONNER ACCOMPLISHING ITS VISION AND MISSION.
- EACH INITIATIVE SHOULD HAVE CLEARLY DEFINED STRATEGIC OBJECTIVES, AS WELL AS ACTION PLANS TO ACCOMPLISH THOSE OBJECTIVES.
- MEASUREMENTS AND METRICS ARE USED TO GAUGE AND AND VALIDATE ACCOMPLISHMENT AND EFFORT.



DEVELOPMENT PROCESS TO DATE

- DIRECTED BY BOARD OF DIRECTORS TO UPDATE AND REFINE STRATEGIC PLAN.
- DID NOT INCLUDE A REVIEW OF VISION, MISSION, VALUES & GUIDING PRINCIPLES
- UTILIZED ELEMENTS OF EXISTING STRATEGIC PLAN AND QUARTERLY GOALS
- INCLUDES NEW INITIATIVES AND OBJECTIVES IDENTIFIED AS IMPORTANT AND DESIRED TO BE ACCOMPLISHED AND/OR FOCUS OF NEW GENERAL MANAGER
- INCORPORATES OTHER RELEVANT STRATEGIC PLAN ELEMENTS FROM PUBLIC SECTOR AND ADAPTED TO TAHOE DONNER
- REVIEWED AND REFINED BY STT AND DH'S THROUGH WEEKLY ZOOM MEETINGS

STRATEGIC INITIATIVES

#1 Safe Community

#2 Quality of Life and Recreation

#3 Fiscal Responsibility and Sound Financial
Management

#4 Environmental Health & Sustainability

#5 Development & Maintenance of Infrastructure, Open
Space and Natural Resources

#6 High Performing Organization

#7 Member Relations, Communication and Engagement

#8 Covenants and Architectural Standards

STRATEGIC INITIATIVE OUTCOME STATEMENTS

STRATEGIC PLAN INITIATIVE #1: SAFE COMMUNITY

The Tahoe Donner community is safe; fire, accidents & crime are prevented, emergencies that threaten people and property are responded to quickly and capably and the public is educated about personal & public safety.

STRATEGIC INITIATIVE #2: QUALITY OF LIFE & RECREATION

Homeowners and visitors benefit from an abundance of public & private amenities, recreation programs, services and events that make the Tahoe Donner community more healthy, livable, attractive and enjoyable.

STRATEGIC INITIATIVE #3: FISCAL RESPONSIBILITY & SOUND FINANCIAL MANAGEMENT

Assessments from homeowners and revenues from services and amenity operations are responsibly managed to ensure a balanced budget, adequate funding for maintenance and operations, capital improvements and adequate reserves for emergencies while providing homeowners and member accountability and transparency.

STRATEGIC INITIATIVE #4: ENVIRONMENTAL HEALTH & SUSTAINABILITY

Tahoe Donner promotes environmental health, natural resource conservation and sustainable living practices within its organization and homeowners.

STRATEGIC INITIATIVE OUTCOME STATEMENTS

STRATEGIC INITIATIVE #5: DEVELOPMENT & MAINTENANCE OF INFRASTRUCTURE, OPEN SPACE & NATURAL RESOURCES

Tahoe Donner effectively plans, develops and maintains Association owned lands, trails, infrastructure and amenities that enhance quality of life and attractiveness of the Tahoe Donner community and preserves and protects open space, natural resources and wildlife for future generations.

STRATEGIC INITIATIVE #6: HIGH PERFORMING ORGANIZATION

Tahoe Donner is a great place to work and is managed in an efficient and effective manner that maximizes return on investment from annual assessments & earned income and achieves a high level of member satisfaction & support.

STRATEGIC INITIATIVE #7: MEMBER RELATIONS, COMMUNICATION & ENGAGEMENT

Members and guests are informed and have knowledge and appreciation of Tahoe Donner programs, amenities and services, homeowners have the opportunity for meaningful input into the governance and management of the Association.

STRATEGIC INITIATIVE #8: COVENANTS AND ARCHITECTURAL STANDARDS

Tahoe Donner's established covenants and architectural standards and adhered to through member education, homeowner inspection program and enforcement processes and procedures.



STRATEGIC INITIATIVE #2: QUALITY OF LIFE & RECREATION

Homeowners and visitors benefit from an abundance of public & private amenities, recreation programs, services and events that make the Tahoe Donner community more healthy, livable, attractive and enjoyable.

STRATEGIC OBJECTIVES:

- A. The recreational needs and desires of the Tahoe Donner community are met by planning and providing a variety of programs & services and by maintaining & operating amenities that enhance quality of life for residents and visitors of all ages.
- B. Self-directed leisure is promoted to encourage use of Tahoe Donner's open space & trails for recreation.
- C. Fee structures are developed based on homeowner and visitor demand, adopted pricing policies, cost recovery goals and industry benchmarks that help to optimize participation and satisfaction.
- D. Effective marketing and communication strategies are developed that educate homeowners and visitors regarding use of amenities, programs and services that achieve optimal attendance and utilization of amenities and programs.
- E. Tahoe Donner's unique resort lifestyle and sense of community & place is promoted and preserved through a branding program.
- F. Partnerships are developed and promoted as appropriate with other recreation agencies, youth sports organizations, special interest clubs, the school district, and other agencies that provide programs or services that expand and enhance programs for the Tahoe Donner community
- G. Special events are planned that support strong community relationships among homeowners in Tahoe Donner and promote and sense of community and place.
- H. A private amenity access policy and pricing structure is developed to improve the member experience at each private amenity and achieve an appropriate level of subsidy from assessments and cost recovery through fees.
- I. Association operational and program staff research and implement new ideas in program planning and amenity operations consistent with comparable industry best practices and trends and in response to member interests and desires.
- J. A high level of program and amenity user satisfaction is achieved through outstanding customer service and consistent high quality of programs, services and amenity appearance and functionality.

Measurements & Metrics

- 1. Annual attendance and visitation numbers in comparison to utilization targets for amenities & programs.
- 2. Percentage of customers rating overall experience at TD amenities and programs "good to excellent"
- 3. Cost recovery goals of direct operating revenues to expense met or exceeded per established % targets
- 4. Trails – Miles of trails maintained and estimated number of visits
- 5. Percentage of homeowners rating quality of trails at "good to excellent."
- 6. Trained Observer Quality Assurance Program – % of Amenities and Programs Ratings per desired standard.
- 7. Annual employee training goals related to hours and job competencies is established, monitored and achieved.
- 8. Maintenance standards for amenities, facilities, active recreation areas & grounds are developed & achieved.

NEXT STEPS

- ACTIVELY INVOLVE GENERAL MANAGER IN REFINING INITIAL DRAFT, MEMBER OUTREACH AND FINALIZING STRATEGIC PLAN.
- EDUCATE AND ENGAGE HOMEOWNERS, COMMITTEES AND OTHER STAKEHOLDERS ON THE PURPOSE, BENEFITS & CONTENT OF SP THROUGH INTERACTIVE WORKSHOPS AND MEETINGS.
- IDENTIFY AND PRIORITIZE SOME STRATEGIC INITIATIVE OBJECTIVES TO BE INCORPORATED INTO THE NEW BUDGET AND STAFF WORK PLANS WITH B.O.D.
- WORK WITH GM AND BOD TO ESTABLISH PROCESS AND SCHEDULE FOR ONGOING REVIEW AND STATUS UPDATES OF STRATEGIC PLAN OBJECTIVES.



The background is a light blue gradient with several realistic water droplets of various sizes scattered across the surface. The droplets have highlights and shadows, giving them a three-dimensional appearance.

QUESTIONS & COMMENTS