

# GLOSSARY OF STRATEGIC PLAN TERMS

**Vision Statement:** States what Tahoe Donner wants to achieve and where it wants to be in the future in an aspirational and forward-thinking manner.

**Mission Statement:** Defines why Tahoe Donner uniquely exists, what it does and why it is important. The mission explains Tahoe Donner's plan for the present based on what it wants to achieve.

**Values:** Explains Tahoe Donner's core principles and philosophical ideals. Values inform and guide the decisions and behaviors of the people inside the organization and signal to homeowners and external stakeholders what is important to the Association.

**Strategic Plan:** The road map to guides Tahoe Donner towards accomplishing its vision and plans to follow in the successful operation, maintenance and development of the Association's lands, amenities, facilities, programs and services.

**Goals:** Affects what homeowners want as a result of the Association's operations, programs and activities.

**Strategic Initiatives:** Explains the distinct and interdependent areas of governance, management and operations that comprise the means through which Tahoe Donner transforms its vision into practice.

**Objectives:** Observes and measures effect on members, customers, the environment or infrastructure that provides objective evaluation of accomplishment of goals and objectives. Objectives should be "SMART" – specific, measurable, achievable, relevant and time-oriented.

**Tactics:** Shows the Association's work programs, action plans and operational approaches to accomplishing its goals and objectives.

**Performance Measures:** Demonstrates through quantitative values how effectively the organization is achieving its goals and objectives. Performance measures may include key performance indicators at multiple levels to evaluate success in reaching target metrics or accomplishing an expected result.



## 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-oriented mountain residential community, whose mutual benefit association of 6,500 owners provides for the standards, regular operation and long-term maintenance of programs, facilities and open space. Through continuous improvement, customer service and fiscal accountability, the association maintains leading standards of natural resource stewardship, facilities, programs and services to benefit the owners/members. Organizational effectiveness and innovation within the association is sustained by maintaining a highly professional board of directors, staff and homeowner committee volunteers while also engaging the local community in an effective and collaborative relationship.*



## VALUES

- Organizational Effectiveness
- Collaboration
- Fiscal Accountability
- Professionalism
- Continuous Improvement
- Responsibility
- Resource Conservation
- Stability
- Community Participation
- Respect

## GUIDING PRINCIPLES

*As our organization moves forward in pursuit of our strategic goals, we shall align ourselves daily with these principles. They are cornerstones which that support our direction and philosophy and provide a basis for everything we do. Every goal in this plan is founded on the following principles:*

- Support the (homeowner?) customer 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.
- Adhere to the Association's governing covenants and restrictions, bylaws and Davis-Stirling Act regulations.

# Tahoe Donner Strategic Plan Initiatives



## INITIATIVE #1: SAFE COMMUNITY

The Tahoe Donner community is safe and prepared to prevent and respond to emergencies through partnerships with local public safety agencies, risk-management practices and public education.



## INITIATIVE #2: RECREATION OPPORTUNITIES

Homeowners and visitors benefit from a variety of private and public amenities, leisure programs and natural recreation areas that make the Tahoe Donner community a great place to live and play.



## INITIATIVE #3: HIGH-PERFORMING AND FISCALLY RESPONSIBLE ORGANIZATION

Tahoe Donner achieves a high level of member satisfaction and is governed and managed in an efficient and cost-effective manner that provides owner's a good value from annual assessments and user fees.



## INITIATIVE #4: ENVIRONMENTAL STEWARDSHIP

Tahoe Donner provides responsible stewardship and sustainable lands management of its 7,000+ acres of developed property, open space and natural resources.



## INITIATIVE #5: PLANNING, DEVELOPMENT AND INFRASTRUCTURE

Tahoe Donner plans, develops and maintains Association-owned land, infrastructure and recreation amenities that meet homeowner needs and ensure quality home building and upkeep through covenants and architectural standards.



## INITIATIVE #6: CREATE AN INFORMED, INVOLVED AND LIVABLE COMMUNITY

Homeowners are informed and involved in creating and sustaining a vibrant and livable community.

## INITIATIVE #1. SAFE COMMUNITY

*Tahoe Donner is a safe community and is prepared to prevent and respond to emergencies through partnerships with local public safety agencies, risk-management practices and public education.*

### GOAL 1.1: FIRE PREVENTION, PUBLIC SAFETY, EMERGENCY PREPAREDNESS AND INTERAGENCY SERVICES ARE PROMOTED AND ACHIEVED WITHIN THE COMMUNITY

#### Objectives

- A proactive approach to maintaining the health of Tahoe Donner natural resources is established for fire safety, and homeowners and employees are educated about fire prevention, emergency preparedness, defensible space and evacuation routes.
- Alert and warning measures are identified, improved and implemented in partnership with local public safety and land use agencies.
- Satisfactory levels of public health and safety, emergency response, fire hazard reduction and crime prevention are achieved through communication and advocacy with the Truckee Police Department, Truckee Fire Protection District, Nevada County Sheriff's Office and other agencies responsible for public safety.
- Safe and operable conditions of Tahoe Donner's infrastructure, facilities and trails are ensured through development, maintenance, operational practice and inspection.
- Tahoe Donner staff are trained on accident prevention, emergency action plans and activities and are supervised and operated in a manner consistent with best practices in safety and risk management.
- Public health and safety-mitigation measures are implemented and complied with per State and local regulations.

#### SURVEY RESPONSE PERTAINING TO THIS INITIATIVE

Tahoe Donner Strategic Plan - Member Survey

	NOT IMPORTANT AT ALL	NOT VERY IMPORTANT	SOMEWHAT IMPORTANT	VERY IMPORTANT	EXTREMELY IMPORTANT	TOTAL
Foster and maintain a good working relationship with police, fire, public utility district and other local agency partners.	0.73% 16	2.86% 63	20.82% 458	43.00% 946	32.59% 717	2,200
Proactively approach fire prevention practices and prevention education.	0.50% 11	1.41% 31	8.72% 192	32.24% 710	57.13% 1,258	2,202
Maintain amenities with safety as a top priority.	1.96% 43	7.12% 156	31.48% 690	41.24% 904	18.20% 399	2,192
Identify opportunities to improve alert and warning measures in partnership with local public safety agencies.	2.05% 45	7.44% 163	29.30% 642	39.34% 862	21.86% 479	2,191
Create community and/or neighborhood safety groups.	11.92% 261	29.83% 653	41.25% 903	13.48% 295	3.52% 77	2,189
Partner with the Town of Truckee to address road safety, including road/bike integration, signage and speed education.	2.36% 52	8.67% 191	31.82% 701	36.45% 803	20.70% 456	2,203

## **INITIATIVE #2. RECREATION OPPORTUNITIES**

*Homeowners and visitors benefit from a variety of private and public amenities, leisure programs and natural recreation areas that make the Tahoe Donner community a great place to live and play.*

### **GOAL 2.1: OPEN SPACE AND TRAIL RECREATION AREAS ARE PROVIDED THAT MEET THE NEEDS OF MEMBERS**

#### **Objectives**

- a) Opportunities for self-directed recreation are provided through an extensive system of well-maintained trails, bike paths, natural areas and accessible open space.
- b) Tahoe Donner's trails and open space system are enhanced and expanded through an updated Trails and Open Space Master Plan.
- c) Signage and facilities to educate users about wayfinding, safety and to trail cleanliness are provided.

### **GOAL 2.2: HIGH-QUALITY RECREATION AMENITIES AND PROGRAMS ARE WELL-MAINTAINED, OPERATED AND UTILIZED**

#### **Objectives**

- a) Tahoe Donner develops, maintains and operates a wide variety of amenities and recreation facilities that operate both year-round and seasonally to serve homeowners, guests and visitors.
- b) Amenity utilization, cost recovery and user satisfaction of amenities and facilities are optimized through scheduling, staffing and amenity access and fee policies.
- c) A variety of recreation programs are planned and implemented with effective pricing and marketing strategies that drive participant value, attendance and cost recovery.
- d) Overcrowding at amenities is addressed and mitigated through a combination of scheduling, reservation systems, pricing and amenity access policies.

### **GOAL 2.3: ACCESS AND PRICING POLICIES ARE DEVELOPED FOR AMENITIES AND PROGRAMS**

#### **Objectives**

- a) A cost-of-service and fee study is conducted and analyzed to determine the cost of operation and cost-effectiveness of each program and amenity operated.
- b) Amenity access and pricing policies are developed and implemented to ensure equitable, appropriate and cost-effective utilization of Tahoe Donner amenities and programs through the combination of user fees and operational subsidies from annual homeowner assessments.

**SURVEY RESPONSE PERTAINING TO THIS INITIATIVE ON NEXT PAGE**

## SURVEY RESPONSE PERTAINING TO RECREATION OPPORTUNITIES

### Tahoe Donner Strategic Plan - Member Survey

	NOT IMPORTANT AT ALL	NOT VERY IMPORTANT	SOMEWHAT IMPORTANT	VERY IMPORTANT	EXTREMELY IMPORTANT	TOTAL
Develop recreational and leisure programs to drive value, attendance and cost recovery.	9.53% 209	17.68% 388	37.60% 825	26.30% 577	8.89% 195	2,194
Provide an extensive system of well-maintained trails, bike paths, natural areas and accessible open space.	1.23% 27	2.78% 61	14.49% 318	33.76% 741	47.74% 1,048	2,195
Develop and implement amenity access policy and pricing to ensure appropriate and cost-effective utilization of Tahoe Donner amenities and programs.	2.29% 50	7.54% 165	30.59% 669	40.24% 880	19.34% 423	2,187
Develop partnerships with youth sports organizations, the school district and others to promote youth development in the community.	26.36% 578	30.19% 662	29.73% 652	9.90% 217	3.83% 84	2,193
Plan special events that support and promote a sense of community and place.	14.66% 322	25.53% 561	36.78% 808	18.43% 405	4.60% 101	2,197
Enhance research and adapt amenities and services to respond to leisure trends, changing demographics and member needs and priorities.	7.13% 156	17.60% 385	38.45% 841	27.11% 593	9.69% 212	2,187
Develop food and beverage offerings that bring families together.	13.49% 296	19.77% 434	35.72% 784	22.05% 484	8.97% 197	2,195
Pursue and prioritize bathroom facilities on popular trails.	20.74% 454	30.11% 659	35.22% 771	11.01% 241	2.92% 64	2,189
Continue to offer and enhance the reservation system at private amenities (Rec Center, Pools, Marina, Tennis Center) after COVID-19 to control crowding.	16.34% 358	17.21% 377	28.98% 635	23.64% 518	13.83% 303	2,191
Investigate the cost and viability of adding an ice rink in Tahoe Donner.	45.22% 994	19.84% 436	17.70% 389	10.74% 236	6.51% 143	2,198

### STRATEGIC INITIATIVE #3. HIGH-PERFORMING & FISCALLY RESPONSIBLE ORGANIZATION

*Tahoe Donner achieves a high level of member satisfaction and is governed and managed in an efficient and cost-effective manner that provides homeowners a good value from annual assessments and user fees.*

#### GOAL 3.1: EXERCISE FISCAL RESPONSIBILITY AND TRANSPARENCY

##### Objectives

- a) A balanced budget that adequately funds Association programs, services, amenities and facility operations at appropriate and acceptable levels to the homeowners is developed, adopted and maintained through a prudent combination of user fees and annual homeowner assessments.
- b) Adequate reserves are maintained to ensure the long-term fiscal health of the association and address emergencies and economic fluctuations that affect the budget.
- c) Transparency in the annual budget process and with important decisions affecting homeowners and the operation of Tahoe Donner is ensured through timely communication and homeowner engagement.
- d) Business plans and new operational strategies are developed as warranted to improve cost-effectiveness, optimize utilization and achieve a high level of user satisfaction with amenities and services.

#### GOAL 3.2: CULTIVATE AN EFFECTIVE AND DYNAMIC WORKFORCE

##### Objectives

- a) A capable and diverse workforce to manage, maintain and operate Tahoe Donner is attracted, developed and retained.
- b) The Association's organizational structure and staffing plan are assessed and evaluated relative to capability, efficiency and effectiveness.
- c) Employee talent and core competencies are grown to meet the current and future needs of Tahoe Donner through organizational development, training and succession planning.

#### GOAL 3.3: ADHERE TO GOOD GOVERNANCE AND MANAGEMENT PRINCIPLES AND PRACTICES

##### Objectives

- a) The Association's annual budget is aligned with the adopted Strategic Plan and with annual work program goals and action plans as necessary and appropriate.
- b) Board and Committee development and governance effectiveness is evaluated and improved by providing education and training opportunities.
- c) Committee charters are updated as appropriate to best meet the ongoing needs of the Association and the Board.
- d) Board and staff will monitor and influence legislation and regulations that affect Tahoe Donner and advocate for the interests of the Association at the local, state or federal level as warranted.
- e) Association governing documents are updated to comply with the Davis-Stirling Act and other laws and regulations.
- f) Tahoe Donner maintains effective interagency relationships with the Tahoe Donner Public Utility District, Town of Truckee, Truckee Donner Land Trust, Regional Water Quality Control Board, US Forest Service, California Department of Fish and Wildlife, Mountain Housing Council and neighboring landowners to maintain consistent services for the community.

#### GOAL 3.4: UTILIZE TECHNOLOGY TO ENHANCE EFFECTIVENESS AND EFFICIENCY

##### Objectives

- a) Data is utilized and leveraged to guide decisions, improve results and enhance service delivery.
- b) Technology tools and system software that improve efficiency and effectiveness are expanded, enhanced and implemented to support the internal and external user interface and experience with Tahoe Donner's services and amenities.

**SURVEY RESPONSE PERTAINING TO THIS INITIATIVE ON NEXT PAGE**

## SURVEY RESPONSE PERTAINING TO HIGH PERFORMING ORG

	NOT IMPORTANT AT ALL	NOT VERY IMPORTANT	SOMEWHAT IMPORTANT	VERY IMPORTANT	EXTREMELY IMPORTANT	TOTAL
Attract, develop and retain a capable and diverse workforce to manage, maintain and operate Tahoe Donner.	2.71% 59	5.29% 115	29.07% 632	44.71% 972	18.22% 396	2,174
Develop board and committee education and training opportunities for governance effectiveness.	5.49% 119	17.27% 374	43.77% 948	25.48% 552	7.99% 173	2,166
Develop amenity business plans/new operational strategies to lower expenses, increase revenue and optimize utilization.	3.50% 76	7.54% 164	28.01% 609	38.68% 841	22.26% 484	2,174
Refine a long-term financial plan for capital improvements, preventative maintenance and infrastructure replacement.	1.24% 27	2.53% 55	20.49% 446	46.21% 1,006	29.54% 643	2,177
Implement technology tools that improve efficiency, effectiveness and member experience.	2.30% 50	7.68% 167	37.10% 807	37.66% 819	15.26% 332	2,175

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## STRATEGIC INITIATIVE #4. ENVIRONMENTAL STEWARDSHIP

*Tahoe Donner provides responsible stewardship and sustainable lands management of its 7,000+ acres of developed property, open space and natural resources.*

### GOAL 4.1: DEVELOP A COMPREHENSIVE MASTER PLAN AND MAINTENANCE MANAGEMENT PLANS

#### Objectives

- A 10-year master plan for land management is developed and implemented by integrating the developed and undeveloped portions of Association-owned lands.
- Maintenance management plans for forestry, trails, greenbelts, common areas and open space that are developed and implemented.
- Investments and improvements are made in support of trails, habitat restoration, natural resource preservation and mitigation of environmental hazards as well as to monitor compliance with permits and regulations.

### GOAL 4.2: MANAGING USE AND ENVIRONMENTAL IMPACTS

#### Objectives

- The growing and changing use of Tahoe Donner's open space is effectively managed by protecting those areas and providing members with a quality experience.
- Tahoe Donner is prepared for and effectively adapts to the impacts of climate change and seasonal weather changes that can affect operations and the health of Tahoe Donner's natural resources.
- Sustainable initiatives to reduce the Association's carbon footprint are identified and implemented.
- Public understanding and appreciation of the need to preserve and protect Tahoe Donner's natural resources is fostered, and public behavior is influenced towards responsible environmental stewardship through education, signage, use regulations and policies.

### SURVEY RESPONSE PERTAINING TO THIS INITIATIVE

	NOT IMPORTANT AT ALL	NOT VERY IMPORTANT	SOMEWHAT IMPORTANT	VERY IMPORTANT	EXTREMELY IMPORTANT	TOTAL
Update the Trails Master Plan to continue to improve trail development, signage and usage.	1.60% 35	5.73% 125	25.19% 550	38.48% 840	29.00% 633	2,183
Identify and implement organizational green initiatives to reduce Tahoe Donner's carbon footprint.	8.03% 175	12.61% 275	31.33% 683	27.71% 604	20.32% 443	2,180
Prepare for the impacts of climate change and seasonal weather changes that will affect operations and the health of Tahoe Donner's natural resources.	6.79% 148	7.57% 165	21.87% 477	32.37% 706	31.41% 685	2,181
Protect, restore and enhance the unique ecosystems and habitats found in Tahoe Donner.	1.97% 43	7.19% 157	24.82% 542	35.26% 770	30.77% 672	2,184
Coordinate overall land management operation by integrating the recreational and non-recreational portions of open space.	2.69% 58	9.09% 196	37.32% 805	35.10% 757	15.81% 341	2,157

## **INITIATIVE #5. PLANNING, DEVELOPMENT AND INFRASTRUCTURE**

*Tahoe Donner plans, develops and maintains Association-owned land, infrastructure and recreation amenities that meet homeowner expectations and the Association's needs. Tahoe Donner ensures quality home building and upkeep through its covenants and architectural standards.*

### **GOAL 5.1: A LONG-TERM CAPITAL IMPROVEMENT AND REPLACEMENT PLAN INCLUDING FUNDING STRATEGY IS DEVELOPED**

#### **Objectives**

- a) Comprehensive needs analysis, feasibility studies and conceptual plans to expand and/or enhance existing facilities, amenities and infrastructure are developed and analyzed to guide capital improvement decisions.
- b) A facility and infrastructure assessment, rehabilitation and replacement plan with associated cost estimates and timeline for improvements is developed, prioritized and implemented.
- c) A long-term funding strategy and financial plan for capital improvement investment and reinvestment is developed and implemented.

### **GOAL 5.2: ENSURE RESPONSIBLE PLANNING AND DEVELOPMENT**

#### **Objectives**

- a) Approved capital improvement projects are planned and completed on time and on budget.
- b) Planning and development within Tahoe Donner will address the preservation, health and sustainability of natural resources, forests, wetlands and wildlife and adhere to the California Environmental Quality Act (CEQA) and other environmental regulations.
- c) The Association works and advocates for a third roadway access and egress from Tahoe Donner to enhance circulation, transportation and safety with the Town of Truckee and other responsible agencies.
- d) Improved internet service, utilities and transportation are advocated for and influenced by the Association.
- e) Best practices in sustainable design and construction are researched and implemented in relation to furthering energy conservation, mitigating environmental impacts and reducing the carbon footprint of ongoing operations.

### **GOAL 5.3: ENSURE COMPLIANCE WITH COVENANTS AND ARCHITECTURAL STANDARDS**

#### **Objectives**

- a) Tahoe Donner's covenants and architectural standards are maintained to ensure consistent home development that preserves the aesthetic quality and property values within Tahoe Donner.
- b) Preserve the character of Tahoe Donner through education, owner services and enforcement of minimum standards that achieve compliance with C&Rs.
- c) Update Tahoe Donner's Covenants and Restrictions to align with the Davis-Stirling Act and other best practices.

**SURVEY RESPONSE PERTAINING TO THIS INITIATIVE ON NEXT PAGE**

## SURVEY RESPONSE PERTAINING TO THIS INITIATIVE

	NOT IMPORTANT AT ALL	NOT VERY IMPORTANT	SOMEWHAT IMPORTANT	VERY IMPORTANT	EXTREMELY IMPORTANT	TOTAL
Develop and implement a five-year approved capital improvement program with corresponding funding.	3.60% 77	7.48% 160	32.49% 695	40.81% 873	15.61% 334	2,139
Pursue a goal that involves all new capital projects to be carbon neutral or create other environmental impact-reduction strategies.	12.61% 272	15.16% 327	32.31% 697	25.64% 553	14.28% 308	2,157
Educate, facilitate and enforce Tahoe Donner's covenants and architectural standards to maintain a harmonious community and preserve property values.	5.42% 117	12.78% 276	35.19% 760	31.62% 683	15.00% 324	2,160
Develop a comprehensive land use and facilities master plan that incorporates updating the plans for forestry, trails, open space and facilities.	1.91% 41	6.20% 133	31.61% 678	40.51% 869	19.77% 424	2,145
Work with the Town of Truckee to advocate for a third roadway access and egress from Tahoe Donner to enhance circulation, transportation and safety.	8.91% 193	14.03% 304	30.18% 654	25.75% 558	21.14% 458	2,167
Ensure all new capital projects prioritize the preservation of the health and sustainability of Tahoe Donner's natural resources, forests, wetlands and wildlife.	2.74% 59	5.75% 124	23.38% 504	37.48% 808	30.66% 661	2,156
Enhance real-time covenants enforcement.	7.59% 162	17.07% 364	36.66% 782	24.94% 532	13.74% 293	2,133
Create additional tools and processes to help homeowners educate their guests (including short-term renters) on community rules.	7.45% 161	15.05% 325	30.97% 669	26.11% 564	20.42% 441	2,160
Play an active role with the Town of Truckee and other agencies to gain a better internet connection.	3.60% 78	6.46% 140	19.44% 421	27.52% 596	42.98% 931	2,166
Investigate the cost and opportunity to underground utilities.	11.93% 258	12.40% 268	26.23% 567	23.03% 498	26.41% 571	2,162
Prioritize and pursue opportunities to purchase adjacent conservation land.	13.51% 291	17.60% 379	29.06% 626	23.54% 507	16.30% 351	2,154

## STRATEGIC INITIATIVE #6. CREATE AN INFORMED, ENGAGED AND LIVABLE COMMUNITY

*Homeowners are informed and involved in creating and sustaining a vibrant and livable community.*

### GOAL 6.1: FOSTER EFFECTIVE COMMUNICATION, HOMEOWNER ENGAGEMENT AND COMMUNITY PRIDE

#### Objectives

- A comprehensive communications plan that ensures timely and relevant communication to members and visitors that meets legal requirements and fosters understanding, appreciation and utilization of Tahoe Donner's programs, services and amenities is developed and implemented.
- Member engagement and participation in Tahoe Donner governance and decision-making is supported through education, timely notification and opportunities to participate in Board and Committee meetings and workshops.
- Member enjoyment and a sense of community are fostered in our homeowners, our employees and our places and spaces through special events, networking opportunities and other programs.

### GOAL 6.2: USE MARKETING AND BRANDING STRATEGIES TO ENHANCE MEMBER SATISFACTION

#### Objectives

- Develop and implement a strategy to strengthen and promote the Tahoe Donner brand as a special community with exceptional quality of life, recreation, livability and sense of place.
- Member surveys and other real-time leading feedback indicators are conducted and analyzed to improve services and better understand member utilization, satisfaction, needs and priorities.
- Development and operation of amenities, leisure programs and homeowner services are adapted in response to leisure trends, changing demographics and member/association needs and priorities.
- Operational practices are benchmarked against current comparable industry standards and best practices.
- Sponsorships and advertising opportunities are implemented to offset operating costs of programs and publications.

### SURVEY RESPONSE PERTAINING TO THIS INITIATIVE

	NOT IMPORTANT AT ALL	NOT VERY IMPORTANT	SOMEWHAT IMPORTANT	VERY IMPORTANT	EXTREMELY IMPORTANT	TOTAL
Encourage and facilitate homeowner involvement in Tahoe Donner governance and decision making.	1.49% 32	8.05% 173	37.44% 805	38.70% 832	14.33% 308	2,150
Develop and implement a strategy to strengthen and promote Tahoe Donner as a community with exceptional quality of life, livability and sense of place.	9.77% 210	16.19% 348	34.98% 752	28.00% 602	11.07% 238	2,150
Continue to conduct member surveys and other feedback efforts to understand member needs and priorities.	0.70% 15	2.79% 60	23.29% 501	42.68% 918	30.54% 657	2,151
Advertise and promote the reopening of Tahoe Donner Golf Course.	21.62% 465	20.04% 431	30.03% 646	18.64% 401	9.67% 208	2,151
Enhance our current sponsorship and advertising opportunities to offset operating costs of programs and publications.	8.64% 184	17.14% 365	42.68% 909	24.51% 522	7.04% 150	2,130
Enhance transparency reporting related to the budget process.	1.40% 30	6.13% 131	30.79% 658	37.58% 803	24.10% 515	2,137