



GM 2021 PROPOSED WORKPLAN

DRAFT | March 26, 2021



OBJECTIVE

Review and provide comment on the 2021 Tahoe Donner Workplan





RECOMMENDED ACTION

By motion, approve the 2021 Tahoe Donner Workplan

6 STRATEGIC INITIATIVES + 2021 WORKPLAN

1. SAFE COMMUNITY: Ensure all TDA infrastructure is maintained and inspected on a regular basis to ensure they are safe and up to code, in addition, ensure all TDA staff are trained in real time to meet all Injury and Illness Prevention Programs (IIPP) requirements and ensure all best practice are followed related to employee and guest safety. Collaborate with safety agencies to better promote regional safety initiatives and cross train staff with incident command trainings, exercises and more.

2. RECREATION OPPORTUNITIES: Gain a better understanding of member usage and desires, as well as true cost of Tahoe Donner services to inform a potential Amenity Access Policy revision.

3. HIGH-PERFORMING AND FISCALLY RESPONSIBLE ORGANIZATION: Update TDA's organization structure and staffing plan to ensure the said plan scales with the current operation. Revise GPC and Finance Committee charters to ensure they meet TDA's current needs and objectives. Investigate and consider membership portal platform.

4. ENVIRONMENTAL STEWARDSHIP: Development and implement an Open Space and Trails Plan.

5. PLANNING, DEVELOPMENT AND INFRASTRUCTURE: Develop a 10-year Capital Improvement Plan (CIP) with funding strategy.

6. CREATE AN INFORMED, ENGAGED AND LIVABLE COMMUNITY: Enhance Tahoe Donner communications to increase transparency of the budget process and board initiatives, seek feedback to drive key decision making, keep the member informed about Tahoe Donner offerings, community/safety information and more. Enhance organization-wide customer service with consolidated Member Services office to support nearly all HOA and amenity services.



Goal: Ensure all TDA infrastructure is maintained and inspected on a regular basis to ensure they are safe and up to code, in addition, ensure all TDA staff are trained in real time to meet all Injury and Illness Prevention Programs (IIPP) requirements and ensure all best practice are followed related to employee and guest safety.

Collaborate with safety agencies to better promote regional safety initiatives and cross train staff with incident command trainings, exercises and more.

Description: 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.

In collaboration with local safety agencies, staff to further ongoing interagency training and drills and member communication on key safety issues.

Deliverables to include: Acquire and implement new learning/training management system that is customizable, scalable and provides efficient and effective training to all levels of the workforce, focused on safety first.

- Improve cross-training and training efficiencies with elimination of redundant systems and improve quality of training materials.
- Management system to offer user-friendly portals for staff training based on department and job tasks.
- Training reporting system will be used by managers and risk management staff to ensure compliance with TDA's Safety Program and Cal/OSHA and other local, State and Federal requirements.

Continue to train with safety agencies and produce stories and campaigns to educate members on safety issues

- **Implementation Date:** Agreement for software purchase Q1 2021, Planning and Design Q2 and Q4 2021, Training and operational implementation Q4 2021. Ongoing local agency safety and emergency training, quarterly communication/stories
- **Anticipated Cost:** 2021 budget approval item, not to exceed \$20,000

RECREATION OPPORTUNITIES



2021 WORK PLAN

Goal: Gain a better understanding of member usage and desires, as well as true cost of Tahoe Donner services to inform a potential Amenity Access Policy revision.

Description: Conduct a Cost of Services Study to better understand the cost to operate all TDA amenities including golf, downhill ski, Nordic ski, Trout Creek, Marina, etc.

Garner feedback and member desires related to amenity access in the 2021 Member Survey

Deliverables to include: Final cost of services study completed. Recommendation for cost recovery targets by amenity with an associated fee policy to achieve cost recovery targets.

Include an amenity access section in the 2021 Member Survey

Supply Rec Fee options that address an ala cart approach to amenity access for the 2022 budget process

- **Implementation Date:** Complete cost of services study in Q2 2021, provide fee policy options and rec fee options to the board with the 2022 Budget process. Complete 2021 Member Survey Q3, 2021.
- **Cost:** Up to \$20,000

HIGH-PERFORMING & FISCALLY RESPONSIBLE ORGANIZATION



Goal: Update TDA's organization structure and staffing plan to ensure the said plan scales with the current operation. Revise GPC and Finance Committee Charters to ensure they meet TDA's current needs and objectives. Investigate and consider membership portal platform.

Description: The association's organizational structure and staffing plan is assessed and evaluated relative to capability, efficiency and effectiveness. Committee charters are updated as appropriate to best meet the ongoing needs of the association and the board. New member portal is investigated and considered, which could include accounting software, online payments, ASO/Covenants functionality and more.

Deliverables to include: Update organizational structure including job descriptions.

Update GPC and Finance Committee Charter working jointly with GM, staff directors and committee chairs. Fill open/extended term positions based on new charter.

Once software is confirmed, implement a roll-out process, complete implementation and member education plan.

- **Implementation Date:** Staffing Plan: recommendation in Q2 2021, GPC and Finance Charter: Q2 2021, Fill/extend committee positions: Q2 2021, Accounting software/member portal: Decision by beginning of Q2 and implemented by end of Q3.
- **Anticipated Cost:** Reorg and Comp Study \$15-30k, Software Implementation costs TBD, monthly cost \$3,000.



Goal: Development and implement an Open Space and Trails Plan.

Description: A 10-year open space and trails master plan for land management is developed and implemented by integrating the developed and undeveloped portions of association-owned lands.

- The plan will replace existing Land Management Plan (2016) and Trails Master Plan (2013), and further guide management plans for fire prevention and safety, forestry, trails, greenbelts, common areas and open space that are developed and implemented.

Deliverables to include: Release RFP for Open Space and Trails Master Plan that includes Trails Master Plan, Land Management Plan, and Forest Management Plan.

- **Implementation Date:** Request for proposal out: Q3 2021, Consulting firm contract award: Q4 2021
- **Anticipated Cost:** Master Plan funds: 2021 Reserve Replacement Budget approved item \$85,000; anticipated additional \$60,000, approximately, for plan completion and environmental.



Goal: Develop a 10-year Capital Improvement Plan (CIP) with funding strategy.

Description:

- Development of the 10-Year Capital Improvement Plan to include funding strategy. Projects may be identified through member survey, feedback from various committees and the TDA Board of Directors.
- Continues moving the Downhill Ski Lodge project forward, including completion of business plans that identify potential future use of the building. Continue work on conceptual design plans and cost estimates for board consideration.
- 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.

Deliverables to include:

- 10-Year CIP that prioritizes projects and includes preliminary budgets which is both fiscally responsible and attainable by Q3 2021.
- Ski Lodge replacement project to include the following:
 - Pro-Forma/Business Plan for core programs by Q2 2021
 - Conceptual design plans for board discussion/approval by Q3 2021
 - Move into schematic design by Q4 2021
- Third Access – Director of Capital Projects and GM are Tahoe Donners owner rep for project working with Town making sure project has best interest of TD and meeting TD needs. Ensure project is included in the Town of Truckee's FY2021/22 CIP Budget

- **Implementation Date:** see dates above
- **Anticipated Cost:** 10-Year CIP – NA, Downhill Ski Lodge TBD, Third Access – NA

CREATE AN INFORMED, ENGAGED AND LIVABLE COMMUNITY



2021 WORK PLAN

Goal: Enhance Tahoe Donner communications to increase transparency of the budget process and board initiatives, seek feedback to drive key decision making, keep the member informed about Tahoe Donner offerings, community/safety information and more.

Enhance organization-wide customer service with consolidated Member Services office to support nearly all HOA and amenity services

Description: Develop a comprehensive communications plan that ensures timely and relevant communication to members and visitors that meets legal requirements and fosters understanding and supports outreach efforts on key association initiatives.

- Plan to include outreach process related to increasing transparency in the annual budget process.
- Include the use of member surveys and other real-time leading feedback indicators to improve services and better understand member needs, priorities utilization, satisfaction and to identify barriers to access and participation.

Analyze customer service opportunities and centralize to gain efficiency and provide a better service to all customers and members.

Deliverables to include: Creation of TD Communication Plan, Reset Member Services department core responsibilities, training programs, job description and role to a one-stop information headquarters that increases member satisfaction and efficiency.

- **Implementation Date:** Communication Plan: end of Q4 2021, Member Services Reset implemented by Q3 2021.
- **Anticipated Cost:** Communication Plan: \$5k, Surveys/Outreach: \$10-15k, plus budgeted staff labor

ONGOING WORK IN 2021

- **Food + Beverage:** Reopen of Pizza on the Hill, streamline F+B operations
- **Capital Projects:** XC Snowmaking, ADA Improvements
- **Communications:** Resetting to more member-focused communication, 50th Anniversary
- **Customer Service:** Streamlining Member Services to central support and registration office
- **Architectural Standards:** Procedures and rules update
- **Covenants:** Procedures and rules update
- **Emergency Preparedness:** Collaborating with the Town of Truckee to advocate for advance emergency notification system of either sirens or signage for the Truckee community. Continue updating and educating member emergency preparedness info
- **Trails:** Summer trails wayfinding and kiosk signage replacement, create a sustainable trails community program
- **Human Resources:** Audit policies and procedures, initiate additional recognition and education programs
- **Information Technology:** Spring/Summer launch of all sales products and reservations
- **Operations:** Designing and adapting to changing COVID-19 recommendations to offer a safe and enjoyable summer to members and guests that is closer to our normal operations than our 2020 operations





RECOMMENDED ACTION

By motion, approve the 2021 Tahoe Donner Workplan

