

# GM UPDATE: Q2 2021 WORKPLAN STATUS UPDATE

July 23, 2021

# FIVE-YEAR STRATEGIC PLAN BACKGROUND

The 2021-2026 Tahoe Donner Strategic Plan was adopted in January 2021.

## **What is the annual workplan?**

The annual work plan is an important companion piece to the strategic plan, which contains an implementation timeline and deliverables for objectives within the strategic plan. The 2021 Annual Work Plan was adopted in March 2021.



# 2021 WORKPLAN

## STRATEGIC INITIATIVE 1: SAFE COMMUNITY

### 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.

### 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.

## STRATEGIC INITIATIVE 2: RECREATION OPPORTUNITIES

### 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.

### 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.

## STRATEGIC INITIATIVE 3: 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.

### 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.
- Develop a refined a financial and business performance reporting system in order to improve our capital allocation, member service and pricing decision making.





# 2021 WORKPLAN

## STRATEGIC INITIATIVE 4: ENVIRONMENTAL STEWARDSHIP

### GOAL:

Development and implement an Open Space and Trails Plan.

### DELIVERABLES TO INCLUDE:

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

## STRATEGIC INITIATIVE 5: PLANNING, DEVELOPMENT, AND INFRASTRUCTURE

### GOAL:

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

### 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.

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

### 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.

### 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.



DELIVERABLE	Q2: APRIL - JUNE	STATUS	Q3: JULY - SEPTEMBER	STATUS	Q4: OCTOBER - DECEMBER	STATUS
<b>INITIATIVE #1 - SAFE COMMUNITY</b>						
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.	Complete purchase, build out implementation schedule ( <i>beta group also launched</i> )	COMPLETE	Implement schedule and build software and training modules	AHEAD OF SCHEDULE	Fully implemented	ON TARGET
Continue to train with safety agencies and produce stories and campaigns to educate members on safety issues.	Identify quarterly communication partnerships to support the safety and use of services within the community ( <i>ex: Nixle Promo, Green Waste/Defensible Space Education, Donner Pass Rd Safety Enhancements, Measure T, Ready Set Go</i> )	COMPLETE	Implement member education story/campaign and continue training and communication with safety agencies ( <i>Ex:PUD water and power outages, Know Your Zone</i> )	ON TARGET	Implement member education story/campaign and continue training and communication with safety agencies	ON TARGET
<b>INITIATIVE #2 - RECREATION OPPORTUNITIES</b>						
Final cost of services study completed. Recommendation for cost recovery targets by amenity with an associated fee policy to achieve cost recovery targets.	Draft report presented to Finance Committee (complete) and Board (July board meeting)	COMPLETE OR PLANNED	Staff to reevaluate deliverable		Staff to reevaluate deliverable	
Include an amenity access section in the 2021 Member Survey.	Draft survey questions	COMPLETE	Survey live	ON TARGET	Use survey findings to influence future Amenity Access discussions	
Supply Rec Fee options that address an a la cart approach to amenity access for the 2022 budget process.	Research and model options for net-zero impact	ON TARGET	Provide options for 2022 budget		If approved, implement a la cart option (per person) for 2022 Annual Assessment and Rec Fee Cycle	
<b>INITIATIVE #3 - HIGH-PERFORMING AND FISCALLY RESPONSIBLE ORGANIZATION</b>						
Update organizational structure, including job descriptions.	Provide updated re-org to the board	COMPLETE	Staff to reevaluate key positions and functions on an ongoing basis and in preparation for the budget process	ON TARGET	Any updates to the current org chart and costing would be presented in the budget process	ON TARGET
Update GPC and Finance Committee Charter working jointly with GM, staff directors and committee chairs. Fill open/extended term positions based on new charter.	Provide updated charters to the board, and once approved, recruit and fill based on any openings	COMPLETE (Assuming adopted at July board meeting)	Implement recurring and special tasks and be guided by the charter	COMPLETE	Determine open positions and present to Board in December 2021 meeting	ON TARGET
Member Portal Software: Confirm, implement a roll-out process, complete implementation and create member education plan.	Present software recommendation to board; once approved, develop implementation schedule	COMPLETE	Design, implement and roll out member education strategy	ON TARGET	Initial go live 10/1 and ready for 2022 Annual Assessment	ON TARGET
<b>INITIATIVE #4 - ENVIRONMENTAL STEWARDSHIP</b>						
Release RFP for Open Space and Trails Master Plan that includes Trails Master Plan, Land Management Plan and Forest Management Plan.	Developing Scope	COMPLETE	Release RFP	ON TARGET	Award Contract	ON TARGET
<b>INITIATIVE #5 - PLANNING, DEVELOPMENT AND INFRASTRUCTURE</b>						
10-Year Capital Improvement Plan (CIP) that prioritizes projects and includes preliminary budgets that are both fiscally responsible and attainable by Q3 2021.	Develop process and identify who is involved	COMPLETE	Present plan to board during budget process	ON TARGET	Board to adopt plan as a part of 2022 budget	ON TARGET
Continue Ski Lodge replacement project progress.	Present DHS business plan and conceptual design to Board	COMPLETE	Commence and complete schematic design with Board approval	ON TARGET	Begin 30-60% design development	ON TARGET
Third Access – Director of Risk Management and Real Property, Director of Capital Projects and GM are Tahoe Donner’s 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.	Town program project on FY2020/21 CIP budget. RFP for design and consultation services. TD staff participate on town selection committee.	COMPLETE	Phase 1-Studies, alignments, financial analysis and public outreach; TD staff participate as stakeholder on project team (Town driving this schedule)	ON TARGET	Phase 1- Studies, alignments, financial analysis & public outreach; TD staff participate as stakeholder on project team (Town driving this schedule)	
<b>INITIATIVE #6 - CREATE AN INFORMED, ENGAGED AND LIVABLE COMMUNITY</b>						
Create TD Communication Plan.	Build content outline and plan	COMPLETE	Conduct research to understand the desires of the community and formalize draft plan	ON TARGET	Adopt plan	ON TARGET
Reset Member Services department core responsibilities, training programs, job description and role to a one-stop information headquarters that increases member satisfaction and efficiency.	Recruit/onboard New Manager; reset Technician job description and classification; hire Technician roles	COMPLETE	Train on eUnify, continue developing Zendesk and RTP knowledge to enhance member experience and efficiency.	ON TARGET	Launch and support eUnify Member Portal	ON TARGET

**THANK YOU**