

# 2022 WORKPLAN GOALS

August 27, 2021



## RECOMMENDED ACTION

By motion, approve the 2022 Workplan Goals detailed on slide 5.

# 2021 Workplan Status Sheet

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 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



# DRAFT WORKPLAN BACKGROUND + OVERVIEW

The board and staff will create an annual workplan to establish the priorities of staff as they relate to accomplishing the 5-Year Strategic Plan; finalized prior to the budget process each year.

Staff and the board have weighed in on potential priorities for the 2022 workplan.

# DRAFT 2022 WORKPLAN GOALS

POTENTIAL GOAL	STRATEGIC INITIATIVE
<p>Complete final draft of Trails and Open Space Master Plan.</p>	<p><b>Rec Opportunities</b>, Goal 2.1  <b>Environmental Stewardship</b>, Goal 4.1</p>
<p>Review usage data by household and conduct an amenity access survey to understand members needs to inform future policy development.</p>	<p><b>Rec Opportunities</b>, Goal 2.3  <b>Create an Informed Community</b>, Goal 6.1</p>
<p>Build upon a long-term Capital Improvement Plan (CIP) to ensure building replacement program is created to address long-term Development Fund needs and funding.</p>	<p><b>Planning, Development + Infrastructure</b>, Goal 5.1</p>
<p>Complete design, engineering and permitting for the replacement Downhill Ski Lodge. Prepare bid documents.</p>	<p><b>Planning, Development + Infrastructure</b>, Goal 5.2</p>
<p>Fully maximize the capabilities of eUnify ensuring Finance/Accounting is working as efficiently as possible and utilizing the software to its full potential, including reporting and serving the membership. Look for other software options to integrate with eUnify such as a PO system and Fixed Asset software .</p>	<p><b>High-Performing + Fiscally Responsible Org</b>, Goal 3.1, 3.4  <b>Create an Informed Community</b>, Goal 6.1</p>
<p>3<sup>rd</sup> Access road is further pursued and continue to work with the Town as they embark on the engineering and design process and work to strengthen fire mitigation and contingency protocols in event of a fire.</p>	<p><b>Planning, Development + Infrastructure</b>, Goal 5.2, <b>Safe Community</b>, Goal 1.2</p>



## NEXT STEPS

- Upon approval of 2022 workplan, staff will develop deliverables and metrics to accompany plan;
- The 2022 Workplan Goals will be incorporated into the in 2022 Budget/Budget Workshops where appropriate.





## RECOMMENDED ACTION

By motion, approve the 2022 Workplan Goals detailed on slide 5.