

# 2023 WORKPLAN GOALS

OCTOBER 28, 2022





## RECOMMENDED ACTION

Review and by motion, approve the 2023 workplan



# 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.

Once the 2023 Workplan has been adopted, per committee charters, the committee's annual task lists are developed to generally support the workplan.



## EDITS MADE SINCE LAST REVIEW

- Updated language for:
  - Item 6: Trails Management Plan
  - Item 8: Building Replacement Program
- Provide information related to funding split policy and employee compensation and retention program

# DRAFT 2023 WORKPLAN GOALS – PART 1

STRATEGIC INITIATIVE	POTENTIAL GOAL	CONTINUED FROM 2022 WORKPLAN
<p><b>Rec Opportunities,</b> Goal 2.3 <b>Create an Informed Community,</b> Goal 6.1</p>	<p><b>#1) AMENITY ACCESS</b> – Present draft Amenity Access Policy to Board in Q1 in 2023 for consideration. Once the Board approves changes, the policy will go out to the membership for a 45-day notice period. This item is continued from 2022.</p> <p><b>DELIVERABLE</b> Staff to develop draft options to be considered by the Board. Options will be developed from 2021 member engagement results and provided to the Board by end of Q1 for discussion. Once approved, a 45-day member comment period will be executed. Policy adopted for 2024 budget process.</p>	<p>Yes</p>
<p><b>Create an Informed Community,</b> Goal 6.2</p>	<p><b>#2) MEMBER VALUE</b> – Develop and implement a comprehensive member engagement initiative that fosters member enjoyment and increases value.</p> <p><b>DELIVERABLE</b> Building upon the success of the 2022 ENJOY TD initiative, staff will evaluate opportunities to provide greater value throughout the community and drive services and programming that enhance the member experience. Leveraging TD Clubs and operations, plan to be created in Q1 and implement programming in Q2 and Q3 and measure and debrief the initiative in Q4.</p>	<p>No</p>

# DRAFT 2023 WORKPLAN GOALS – PART 2

STRATEGIC INITIATIVE	POTENTIAL GOAL	CONTINUED FROM 2022 WORKPLAN
<p><b>High-Performing + Fiscally Responsible Organization,</b> Goal 3.2</p>	<p><b>#3) HOUSING</b> – Complete a workforce housing feasibility study/master plan and work with regional partners.</p> <p><b>DELIVERABLE</b> – Staff to engage with a third-party consultant to address association’s workforce housing needs, including seasonal, full-time and part-time employees. The plan will utilize regional and local data, include tiered recommendations, potential partnerships and cost estimates. Recommendations will be presented to the Board in Q3 for budget consideration.</p>	<p>No</p>
<p><b>Planning, Development + Infrastructure,</b> Goal 5.2</p>	<p><b>#4) DOWNHILL SKI LODGE</b> – Demo existing structures and begin construction of replacement ski lodge. Timing is dependent on the Town of Truckee’s approval process.</p> <p><b>DELIVERABLE</b> – Award construction bid, demolish the existing building and begin construction in the spring of 2023. Have a winter operation plan in place by Q2 of 2023 for the 2023/24 winter operation.</p>	<p>Yes</p>

# DRAFT 2023 WORKPLAN GOALS – PART 3

STRATEGIC INITIATIVE	POTENTIAL GOAL	CONTINUED FROM 2022 WORKPLAN
<p><b>Planning, Development and Infrastructure,</b> Goal 5.3</p>	<p><b>#5) COVENANTS</b> – Review/update enforcement and hearing procedures for community standards. Scope includes C&amp;Rs, Bylaws, architectural standards, covenants rules for association owned property and private properties.</p> <p><b>DELIVERABLE</b> – Develop/update the enforcement and hearing procedures so all appropriate documents including association rules, covenants committee charter, Board resolution for member appeals, and other related documents are unified in the association’s approach to enforcement and hearing processes. Present recommended changes to the Board by Q2. Begin 45-day member notification and comment period and allow for Board consideration of approval in Q3.</p>	<p>No</p>
<p><b>Rec Opportunities, Environmental Stewardship,</b> Goal 2.1 Goal 4.1</p>	<p><b>#6) TRAILS</b> – Develop an association-wide Trails Management Plan tiered off the Trails and Open Space Master Plan.</p> <p><b>DELIVERABLE</b> – A Trail Management Plan will <del>prioritize new construction and improvement projects identified</del> outline the steps to implement the Trails Master Plan, <del>which could include but is not limited to policy review and adaptive management practices,</del> implementing new construction and improvement projects <del>determine staffing and budget allocations</del>–and identify volunteer and stewardship opportunities for members.</p>	<p>Yes</p>

# DRAFT 2023 WORKPLAN GOALS – PART 4

STRATEGIC INITIATIVE	POTENTIAL GOAL	CONTINUED FROM 2022 WORKPLAN
<b>Safe Community,</b> Goal 1.1 and 1.2	<p><b>#7) FIRE MITIGATION</b> – Enhance TDA fire resiliency by ensuring appropriate evacuation routes are in place, which includes making progress on a third access road, managing proactive land management communication with the membership, working with USFS as they initiate the Alder Creek Wildland Urban Interface Project along the northern border of TDA and ensuring the chipping program runs efficiently.</p> <p><b>DELIVERABLE</b> – Participate with the TDA Capital and Risk Management departments as well as the Town of Truckee to ensure evacuation routes and potential third access road updates receive TDA Land Management Department input. Coordinate with USFS to minimize member impacts during Alder Creek-area implementations in Q2 or Q3. Present chipping program analysis and modifications to the Board in Q1 and implement program updates in Q2 or Q3.</p>	Yes



# DRAFT 2023 WORKPLAN GOALS – PART 5

STRATEGIC INITIATIVE	POTENTIAL GOAL	CONTINUED FROM 2022 WORKPLAN
<p>Planning, Development + Infrastructure, Goal 5.1 and 5.2</p>	<p><b>#8) BUILDING REPLACEMENT PROGRAM</b> - Provide a building replacement policy to the Board that includes a funding mechanism that incorporates all existing buildings.</p> <p><b>DELIVERABLE</b> - Staff to develop an association building replacement policy and associated funding plan. The materials will include a draft policy and a funding schedule with estimated investment ranges; the materials to be made available to the Board in May 2023 for consideration and adoption. The process will include evaluating our current Development Fund and Replacement Reserve Fund policies and funding levels, and other relevant financial and facility plans related to existing buildings. The plan will include an updated inventory of TDA’s existing buildings including a replacement schedule and projected costs. Staff may, with Board approval, utilize outside resources to develop the draft policy and funding plan. <del>The process will include having appropriate Tahoe Donner committees provide feedback on staff’s draft policy and funding plan prior to the Board receiving staff’s recommendation in May 2023.</del></p>	<p>No</p>

# QUARTERLY DELIVERABLES – Q1 AND Q2

WORKPLAN	DEPT IMPACTED	Q1 DELIVERABLE	Q2 DELIVERABLE
#1: Amenity Access	Ops, Finance, Com, Admin, IT	Compile all data and draft Amenity Access Policy options to present to the Board; draft member communication plan	Seek board approval to go to a 45-Day Notice Comment Period
#2: Member Value	Ops, Finance, Com	Create a comprehensive member engagement initiative that fosters member enjoyment and increases value. Build plan, allocate budget and get resources and operations aligned for q2 implementation	Begin implementing the initiative
#3: Workforce Housing	Finance, Capital, Admin	Engage consultant, identify partnerships and data. Begin feasibility study	Continue study and draft master plan
#4: Downhill Ski Lodge	Ops, Com, Capital	Award construction bid	Demolish the existing building and begin construction in the spring of 2023. Have a winter operation plan in place for the 2023/24 winter operation
#5: Covenants	Admin, Land Mgmt., Com	Draft recommended changes related to association rules, committee charter, member appeals resolution and other related documents. Legal review. Engage committees in final review of drafts	Present recommended draft changes to Board; draft member communication plan
#6: Trails	Land Mgmt., Com	Review data and work with TOS to confirm priority projects. Staff to draft the management plan.	Implement plan based on staffing, budget and volunteer opportunities
#7: Fire Mitigation	Land Mgmt., Com	Present chipping program analysis and modifications to the Board. Continue engagement with Town on 3rd Access Road each quarter	Coordinate with USFS to minimize member impacts during Alder Creek-area implementations. Implement chipping program updates. Begin member communication to support fire mitigation messaging
#8: Building Replacement Program	Finance, Capital	Evaluate our current Development Fund and Replacement Reserve Fund policies and funding levels, and other relevant financial and facility plans related to existing buildings. The plan will include an updated inventory of TDA's existing buildings including a replacement schedule and projected costs. Draft Policy	Provide a building replacement policy to the Board that includes a funding mechanism that incorporates all existing buildings. The materials will include a draft policy and a funding schedule with estimated investment ranges. The process will include having appropriate Tahoe Donner committees provide feedback on staff's draft policy and funding plan prior to the Board receiving staff's recommendation in May 2023.

# QUARTERLY DELIVERABLES – Q3 AND Q4

WORKPLAN	DEPT IMPACTED	Q3 DELIVERABLE	Q4 DELIVERABLE
#1: Amenity Access	Ops, Finance, Com, Admin, IT	Adopt prior to the budget process	Begin implementation plan
#2: Member Value	Ops, Finance, Com	Continue implementing the initiative	Debrief the initiative
#3: Workforce Housing	Finance, Capital, Admin	Recommendations presented to the Board for budget consideration; draft implementation plan	
#4: Downhill Ski Lodge	Ops, Com, Capital	Implement winter operations plan, continue construction	Implement winter operations plan, continue construction
#5: Covenants	Admin, Land Mgmt., Com	Begin 45-day member notification and comment period and allow for Board consideration of approval for any rule and procedural changes	Board adoption
#6: Trails	Land Mgmt., Com	Implement plan	Implement plan
#7: Fire Mitigation	Land Mgmt., Com	Continue coordination with USFS to minimize member impacts during Alder Creek-area implementations. Implement chipping program updates. Continue member communication	
#8: Building Replacement Program	Finance, Capital	Utilize policy in budget process	



## OTHER ITEMS OF INTEREST

The board is interested in pursuing the exploration of a guiding document to provide parameters on the amount of the budget funded by user fees versus the annual assessment

Staff recommends forming an ad hoc committee with up to two Board members. The ad hoc committee along with staff will develop a draft policy and provide to the Board in Q2 for feedback and possible adoption.



## OTHER ITEMS OF INTEREST

The board is interested in evaluating the effectiveness of the current employee compensation and retention program.

Staff to complete a competitive analysis and review current employee compensation and retention program. Staff to develop an updated program to remain competitive in the regional market.



## RECOMMENDED ACTION

Review and by motion, approve the 2023 workplan

**THANK YOU**