



2023 ANNUAL BUDGET WORKSHOP #3

October 14, 2022



TODAY'S OBJECTIVES

- **REVIEW UPDATED BUDGET INFORMATION + RECOMMENDATIONS**
 - Development Fund
 - Replacement Reserve Fund
 - New Machinery and Equipment Fund
 - Operating Fund Options, Rec Fee
- **REVIEW TOTAL ANNUAL ASSESSMENT RECOMMENDATION**
- **PROVIDE DIRECTION TO STAFF TO REFINE FUND CONTRIBUTIONS FOR APPROVAL AT OCT. 28 REGULAR BOARD MEETING OR ADOPT THE BUDGET AS PRESENTED WITH OR WITHOUT MODIFICATION**
- **REVIEW AND PROVIDE FEEDBACK ON 2023 WORKPLAN**



2023 BUDGET MEMBER OUTREACH

- **Open Budget Workshops:** 9/8, 9/22, 10/14
- **Dedicated Member Emails:** Sent 2-3 days prior to each meeting with the objectives of each meeting, ways to participate and links to supporting documents
- **Weekly Tuesday Emails:** Included meetings from August 24 onward
- **2023 Budget Webpage:** Created and integrated into web navigation
- **Budget Feedback Form:** Created and integrated into the 2023 budget webpage
- **2023 Budget Story and Timeline:** Published in August, September and October *TD News*



2023 Budget Workshops

The Tahoe Donner Board of Directors, staff and committees work on the 2023 budget from July through October. Members are encouraged to get involved and provide their valuable input.

Factors that impact the 2023 budget include:

- Sharp increase in labor costs due to competitive regional shift in entry-level positions to \$20 per hour as well as labor market changes and lack of workforce housing
- Costs of goods and supply chain challenges driving expense increases in Food + Beverage Department and other key operating expenses
- Increase in utility costs (most notably gasoline, diesel and natural gas)
- Continued rise in insurance costs
- Continued prioritization of savings for long-term capital investment
- Continued focus on cost savings and efficiencies

WHAT IS COVERED BY THE ANNUAL ASSESSMENT?

There are four components that go into your Annual Assessment:

- **OPERATING FUND:** Annual revenue and expenses for all amenities and HOA services.
- **REPLACEMENT RESERVE FUND:** Funds that plan for maintenance/repair, replacement and restoration of common area components and facilities. Ex: Replacing windows, furniture or computer
- **NEW MACHINERY + EQUIPMENT FUND:** Funding for new items that improve operational efficiency or additional member services. Ex: Additional treadmill or new software
- **DEVELOPMENT FUND:** Anticipated capital improvements. Ex: Land acquisitions, additions or new buildings

HOW CAN I GET INVOLVED IN THE 2023 BUDGET?

Members are encouraged to participate in a variety of ways:

- Attend a board workshop on September 8, September 22 or October 14
- Participate in a board meeting; learn more [here](#)
- Fill out a [feedback form](#)

WORKSHOP #1: THURSDAY, SEPTEMBER 8 | 9AM

Dedicated to the Operating Fund, which includes budgets for amenities and supporting departments

- [Agenda](#)
- [Presentation](#)

WORKSHOP #2: THURSDAY, SEPTEMBER 22 | 9AM

Dedicated to capital projects in the Replacement Reserve Fund, New Machinery + Equipment Fund and Development Fund

- [Register for the Zoom webinar here](#)
- [Agenda](#)
- [Presentation](#)
- [2023 Replacement Reserve Fund Components](#)

WORKSHOP #3: FRIDAY, OCTOBER 14 | 9AM

Review the updated fund budgets and propose the recommended Annual Assessment for Board approval

- [Register for the Zoom webinar here](#)

FEEDBACK FORM

Name

First Last

Email

Tahoe Donner Address

Address Line 1

Address Line 2

City

State

Zip Code

[Privacy & Cookies Policy](#)



BOARD DIRECTION TO STAFF AT PREVIOUS MEETINGS

CAPITAL FUNDS FEEDBACK

- 20 Year Plan- add assumed funds location column
- Variance of what has changed since last year on 5-Year Plan
- Definition of the various studies and what their business purpose is

OPERATING FUND FEEDBACK (Not addressed in 9/22/22 meeting)

- Information on insurance increases and cost per homeowner
 - Prop/casualty, medical insurance, workers comp
- Food + Beverage: Consolidated Profit and Loss and efficiency techniques
- Private amenity visitation numbers
- Historical staffing headcount
- Labor budget showing the impact of a 4% wage increase for 2023
- 70%/30% vs 65%/35% Annual Assessment and user fees budget with impact on Annual Rec Fee rates

CAPITAL IMPROVEMENT PLAN



CAPITAL IMPROVEMENT PLAN UPDATE FROM LAST WORKSHOP

- Added funding source column to 20-Year Plan
- Added replacement reserve general asset expenditure row to 5-Year Capital Improvement Project Overview
- Added changes from 2022 column to 5-Year Capital Improvement Project Overview



20-YEAR PLAN

Amenity	Project	Discretionary/ Nondiscretionary	Strategic Plan Initiative	Proposed Year Const.	Funding Source
Association Wide	Fueling stations for equipment - Downhill Ski, XC Ski, Golf fueling pads	Nondiscretionary	4	2028+	DF
	Workforce Housing Feasibility Study/Project	Discretionary	3, 5	2023-2027	DF
	Acquisition				
	Forestry				
	Campground				
	Mailboxes	Discretionary	5	2025	DF, RRF
	Electric Vehicle Charging Stations & e-bikes at select amenities as parking lot renovation projects come up on RR	Discretionary	3, 4, 5	2028+	DF
	Solar Opportunities	Discretionary	3, 4	ongoing	DF
	Generator (The Lodge)	Nondiscretionary	1	2023	DF
	Traffic Calming/Mobility Master Plan	Discretionary	1	2028+	TOT
Alder Creek Adventure Center	Snowmelt North Parking Lot (CASP - RR)	Nondiscretionary	1	2025	RRF
	Snowmaking - Phase 2	Discretionary	5	2024	DF
Forestry	Office Remodel (RR component 2023)	Discretionary	5	2023	RRF
	New access road from Skislope with utilities including fiber - May be part of workforce housing above	Discretionary	5	2028+	DF
	New storage building at Forestry Facility to replace multiple storage containers	Nondiscretionary	5	2028+	DF
Northwoods Campus/Tennis	Campus Master Plan and Project	Discretionary	2, 5	start const 2026	DF, RRF
	Parking Capacity Expansion	Discretionary			
	Northwoods Clubhouse Remodel/Replace	Discretionary			
	Tennis Building Remodel/Replace	Discretionary			
	Pool Expansion/Hot Tub	Discretionary			
	Rec Revamp (Playground, Horseshoe, Bocce, Archery, Volleyball, etc.)	Discretionary			
Downhill Ski Area	Downhill Ski Lodge Replacement	Nondiscretionary	2, 5	2023-2024	DF, RRF
	Snowmaking Phase 2 - Eagle Rock	Discretionary	2	2024	DF
	Conveyor Replacement (C2 and C3) with covers improve beginner area layout (assumes yurt is gone) RR comp	Discretionary	2, 5	2024, 2026	RRF
	Mile Run Improvements	Discretionary	2	2028+	DF, RRF

Bold - on Building Replacement Schedule

DF - Development Fund

RRF - Replacement Reserve Fund

TSSA1 - Truckee Special Service Area 1 Funding

TOT - Town of Truckee Jurisdiction

20-YEAR PLAN

CONTINUED

Amenity	Project	Discretionary/ Nondiscretionary	Strategic Plan Initiative	Proposed Year Const.	Funding Source
Golf Course	Renovate Driving Range with shade structure include performance stage with power	Discretionary	5	2028+	DF, RRF
	Ball Shed Building	Discretionary	5	2028+	RRF
	Cart Path Replacement – RR	Nondiscretionary		2023	RRF
	Course Restroom Remodel (3)	Nondiscretionary	2, 5	2023	RRF
Marina	Deck Expansion and Shade Structure	Discretionary	2	2023	DF, RRF
	Revisit Beach Expansion Project - Expanded seating on hillside	Discretionary	2	2028+	DF
	Bike Parking Enhancement - Add component to RR 2024	Discretionary	2	2024	RRF
	Marina and Day Camp Building Replacement	Non-discretionary	5	2027	DF, RRF
The Lodge	Pavilion Family Dining Area Renovation	Nondiscretionary	2, 5	2022	DF, RRF
Trails and Open Space	South Euer Valley Road - Improvements	Nondiscretionary	2, 4	2023	RRF
	Euer Valley Restoration Phase 1 (Coyote Crossing)	Nondiscretionary	2, 4	2023	RR, Grant
	Glacier Way Trailhead - Expansion and restroom improvement	Discretionary	2, 5	2025	DF, RRF
	Alder Creek Trail Fjord to Campground Improvements	Nondiscretionary	2	2028+	RR
	Paved class-1, 4-season trail from the Town's Trout Creek Trailhead to ACAC	Discretionary	2, 4, 5, 6	2024	DF, TSSA1
	Trail enhancements to align with updated trails and open space master plan	Discretionary	2, 4, 5, 6	ongoing	DF, RRF
	Nature Loop Trail at Trout Creek Lot	Discretionary	5	2023	RRF

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20-YEAR PLAN

CONTINUED

Amenity	Project	Discretionary/ Nondiscretionary	Strategic Plan Initiative	Proposed Year Const.	Funding Source
Trout Creek Recreation Center	Parking Lot Expansion and Entrance Reconfiguration - Needed for any future expansion at Trout Creek	Discretionary	5	2028+	DF
	Snowplay Building w/ restroom & adequate storage	Discretionary	2, 5	2028+	DF
	Expand Patio heating system - Hydronic heating rec. pool	Discretionary	5	2028+	DF
	Splash Pad/Basketball Court revamp	Discretionary	2, 5	2028+	DF, RRF
Maintenance	Maintenance Yard Fuel Station Replacement - Pump, tank replacement, and roof structure	Nondiscretionary	1, 5	2024	DF, RRF
Campground	Bathhouse	Nondiscretionary	5	2026	DF, RRF
IT	Micro trench fiber on cart path via TCRC-Lodge-Cart Barn-Golf Maintenance	Discretionary	5	2023	DF
	Wireless from TCRC to cell tower	Discretionary	5	2028+	DF
	Suddenlink fiber to Top Shop	Discretionary	5	2028+	DF
	Suddenlink fiber to Forestry - If/when install new road	Discretionary	5	2028+	DF
	Network operations center expansion of Golf Maintenance Facility	Discretionary	5	2028+	DF
	Fiber and power in all parking lots	Discretionary	5	ongoing	DF
	Fiber from NWCH to TCRC - If/when paving trail	Discretionary	5	2026	DF
	Fiber install from TCRC to Snowplay	Discretionary	5	2023	DF
Projects Placed in "Parking Lot"	Teton Way Trailhead - Rustic improvement	Discretionary	2, 5	2032+	DF
	Cook House at Euer Valley with year-round restrooms	Discretionary	2, 5	2032+	DF
	Shade Structure at Bocce Courts	Discretionary	2, 5	2032+	DF
	Mini Golf	Discretionary	2	2032+	DF
	Adventure Park	Discretionary	2	2032+	DF

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5-YEAR CAPITAL IMPROVEMENT PROJECT OVERVIEW

Amenity	Project	2023	2024	2025	2026	2027	Changes from 2022
Association Wide	Workforce Housing Feasibility Study/Project	75,000	250,000	1,500,000	1,000,000	1,500,000	
Association Wide	Mailboxes	-	75,000	737,794	-	-	
ACAC	Snowmelt North Parking Lot	-	30,000	250,000	-	-	
Campground	Campground Bathhouse	-	-	51,000	459,000	-	
Downhill Ski Resort	Downhill Ski Lodge Replacement	14,718,058	6,198,493	-	-	-	
Downhill Ski Resort	Snowmaking Phase 2 - Eagle Rock	-	50,000	1,025,000	-	-	Shifted 2022 & 2023 to 2024 & 2025
Downhill Ski Resort	Conveyor Replacement	-	90,000	-	290,000	-	New project
Golf	Course Restroom Remodel (3)	100,000	-	-	-	-	Shifted to 2023
Golf	Pedestrian Bridge on 18	130,000	-	-	-	-	
Golf	Cart Path Replacement	865,456	-	-	-	-	New project
Maintenance	Maintenance Yard Fuel Station Replacement	213,369	1,350,000	-	-	-	Shifted to 2023 & 2024
Marina	Marina Deck Expansion and Shade Structure	374,443	-	-	-	-	
Marina	Day Camp Building Replacement	-	-	-	100,000	390,000	New project
Northwoods	Campus Master Plan and Project	-	150,000	700,000	3,000,000	3,000,000	Shifted 2023 funds to 2024
Northwoods	Bocce Court Remodel	70,023	-	-	-	-	New project
The Lodge	Lodge Generator	278,000	-	-	-	-	Changed from Generator Transfer Switches to Lodge Generator
Trails and Open Space	Implement trail/trailhead projects in the TMP	230,000	80,000	250,000	250,000	100,000	Shifted 2022 funds to 2023
Trails and Open Space	Class-1 Trail from Trout Creek Trailhead to ACAC Planning	-	200,000	200,000	200,000	-	
Trails and Open Space	Glacier Way Parking Lot Expansion	55,000	555,000	-	-	-	
Trails and Open Space	Euer Valley Restoration Phase 1 (Coyote Crossing)	945,557	-	-	-	-	Shifted from 2022 to 2023
Trails and Open Space	South Euer Valley Road	137,000	-	-	-	-	Shifted from 2022 to 2023
Annual Project Total		\$ 18,191,906	\$ 9,028,493	\$ 4,713,794	\$5,299,000	\$ 4,990,000	
Replacement Reserve General Asset Expenditure		4,370,426	5,471,612	5,211,073	3,522,135	6,731,936	
Total Capital Annual Spend		22,562,332	14,500,105	9,924,867	8,821,135	11,721,936	

Project costs are for estimation purposes only; actual project costs will adjust based on bid prices.

CAPITAL PLANNING DOCUMENTS SUMMARY

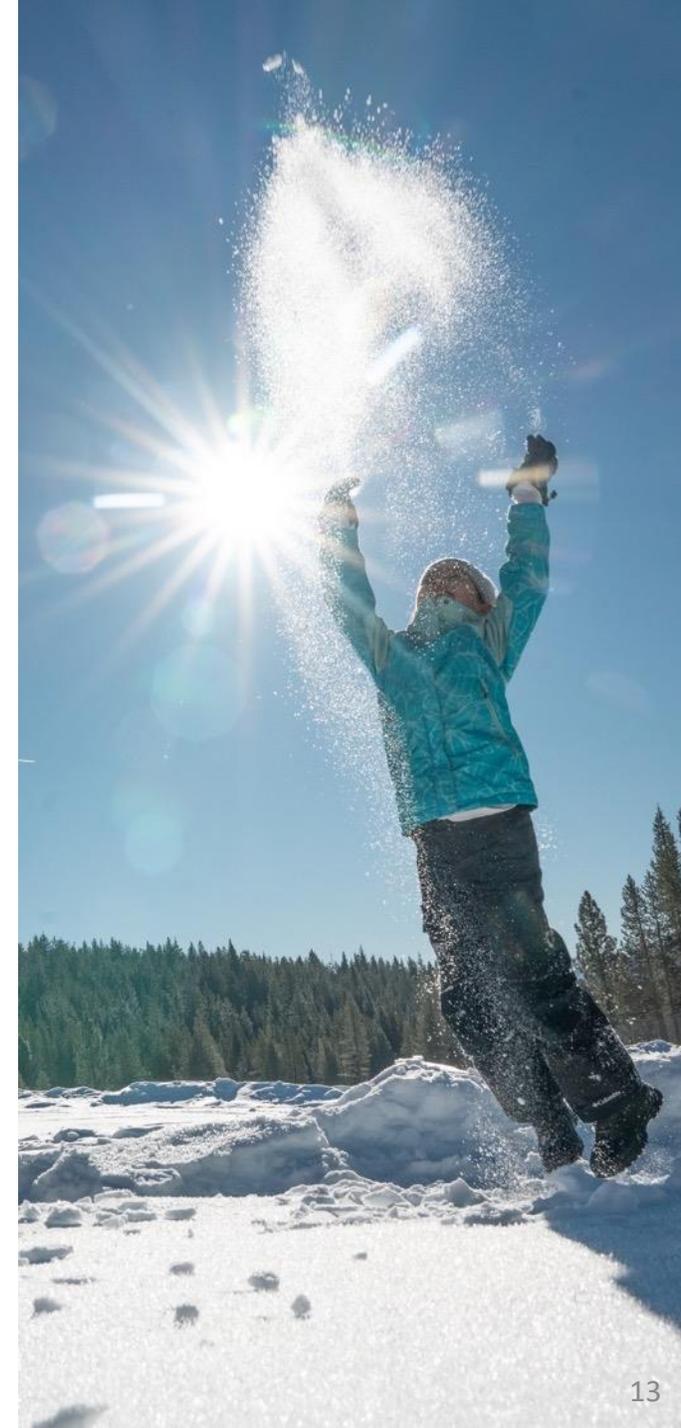
Capital Planning Document	Fund	Business Purpose and Use
30-Year Replacement Reserve Fund	Replacement Reserve Fund	Includes approximately 2,300 assets consisting of all major common area components that have a value greater than \$2,000 and a useful life between 1 and 30 years. The 30-year RRF is 100% funded by the replacement reserve component of the Annual Assessment. A detailed review of the RRF is conducted every 3 years.
20-Year Plan	All funds	Capital projects that have been identified by the association as a priority within the next 20 years. Projects include remodels, expansions, enhancements, and new infrastructure. Funding for this projects may come from TD Funds, Truckee Special Service Area 1 Funding or grants.
5-Year Capital Improvement Project (CIP) Overview	All funds	Contains all major projects that the association plans on undertaking in the next 5 years. Projects originate from the 20-year plan and have risen to the top of the priority list. Projects on the CIP have multiple funding sources including the Replacement Reserve Fund, the Development Fund, Truckee Special Service Area 1 Funding or grant funding.
Development Fund Expenses 5-Year Capital Funds Projection	Development Fund	Includes projects from the 5-Year CIP that are partially or completely funded by the Development Fund. This document is used to track and plan the 5-year spending out of the Development Fund component of the Annual Assessment.

DEVELOPMENT FUND



2023 DEVELOPMENT FUND BUDGET UPDATE FROM LAST WORKSHOP

- No substantial changes
- All applicable documentation in the appendix



DEVELOPMENT FUND

	Forecast 2022	Budget 2023
Beginning Balance	\$10,601,403	\$13,728,187
Assessment Funds	\$3,592,515	\$4,492,262
Interest Income	\$93,000	\$136,000
2020 Operating Surplus Transfer	\$696,534	
Expenditures		
Income Tax Expense	-\$11,000	-\$11,000
Bad Debt Expense	-\$7,000	-\$7,000
Overhead/Payroll Allocations	-\$117,083	-\$170,000
Capital Additions/Expenditures	-\$1,060,183	-\$12,203,633
Inflation	-\$60,000	-\$606,308
Ending Balance	\$13,728,187	\$5,358,508

2023 BUDGET CYCLE – DEVELOPMENT FUND INVESTMENT 5-YEAR CAPITAL FUNDS PROJECTION

Amenity	Project	2023	2024	2025	2026	2027
Association Wide	Workforce Housing Feasibility Study/Project	75,000	250,000	1,500,000	1,000,000	1,500,000
Association Wide	Mailboxes	-	-	300,000	-	-
ACAC	Snowmelt North Parking Lot	-	-	100,000	-	-
Campground	Campground Bathhouse	-	-	51,000	357,000	-
Downhill Ski Resort	Downhill Ski Lodge Replacement	11,218,058	6,198,493	-	-	-
Downhill Ski Resort	Phase 2 Snowmaking - Eagle Rock	-	50,000	1,025,000	-	-
Maintenance	Maintenance Yard Fuel Station Replacement	105,575	575,000	-	-	-
Marina	Deck Expansion and Shade Structure	222,000	-	-	-	-
Marina	Day Camp Building Replacement	-	-	-	100,000	390,000
Northwoods	Campus Master Plan and Project	-	150,000	700,000	3,000,000	3,000,000
The Lodge	Lodge Generator	278,000	-	-	-	-
Trails and Open Space	Implement Trail/Trailhead Projects in the TMP	150,000	80,000	250,000	250,000	100,000
Trails and Open Space	Glacier Way Parking Lot Expansion	55,000	450,000	-	-	-

Project costs are for estimation purposes only; actual costs will adjust based on bid prices.

5-YEAR INCREASE IN DEVELOPMENT FUND PROJECTION

Estimated Annual Totals, Exclude RRF, Inflation Factor, and Direct/Allocated Overhead	2023	2024	2025	2026	2027	
	12,103,633	7,753,493	3,926,000	4,707,000	4,990,000	
Direct and Allocated Overhead	170,000	176,800	183,872	191,226	198,875	
Land Acquisition	100,000	100,000	100,000	100,000	100,000	
Expenditures Total	12,373,633	8,030,293	4,209,872	4,998,226	5,288,875	
Inflation Factor 4.9% (Projected in 2021 at 4.5%)	606,308	806,249	649,670	1,054,038	1,429,137	
Total Including Inflation	12,979,941	8,836,542	4,859,542	6,052,264	6,718,012	
Operating Fund Surplus Transfer						
Interest Income 1.0%	136,000	54,000	22,000	29,000	25,000	
Income Tax Expense	11,000	4,000	2,000	2,000	2,000	
Bad Debt Expense	7,000	7,000	7,000	7,000	7,000	
Projected Development Fund Portion of Annual Assessment	694	867	867	867	867	
Annual Contribution	4,492,262	5,612,091	5,612,091	5,612,091	5,612,091	
	Beginning	13,728,187	5,358,508	2,177,057	2,942,605	2,522,433
	Ending	5,358,508	2,177,057	2,942,605	2,522,433	1,432,512

5-YEAR IMPACT ON DEVELOPMENT FUND ASSESSMENT

Year	Proposed Increase Each Year From 2021	Proposed Development Fund Portion of Assessment Increased 25% per Year Through 2024
2022	\$111	\$555
2023	\$139	\$694
2024	\$173	\$867
2025	\$0	\$867
2026	\$0	\$867
2027	\$0	\$867

REPLACEMENT RESERVE FUND

WHAT IS THE REPLACEMENT RESERVE FUND (RRF)?

- The fund is used to account for the financial resources designated for the repair, restoration, replacement or maintenance of major common area components of the association
 - Components must have a minimum threshold of \$2,000 in the aggregate
 - Components must have a useful life greater than 1 year and less than 30 years
- Board policy to maintain a minimum 25% funding level year to year
- A 30-year reserve funding and expenditure plan is produced every 3 years and updated annually for the purpose of scheduling and analyzing funding needs
- TDA completed the 3-year update in preparation for the 2023 budget cycle



3-YEAR RESERVE STUDY OVERVIEW

Site Tour – Hughes Reserves conducted a three-day physical inspection of property

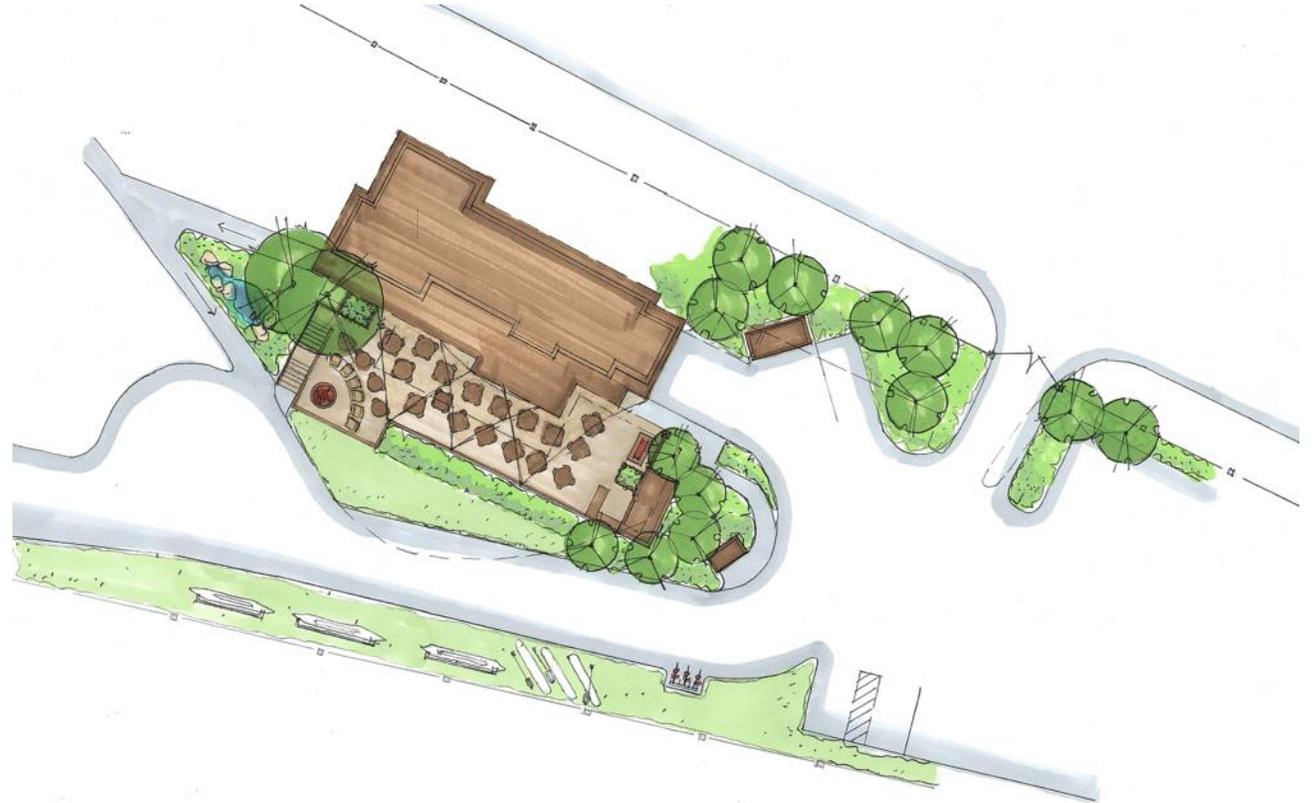
- Current database of components is generally accurate
 - Some components may be too granular. Opportunity to reduce number of components and simplify.
 - Some new components were identified and will be added to the database. Examples: landscape restoration, irrigation restoration, campus-wide annual allowances for maintenance, etc.
-
- Conducted detailed desktop analysis of study with TDA staff
 - Review and update current replacement cost of major components
 - Review and update useful life and corresponding replacement years



2023 REPLACEMENT RESERVE FUND HIGHLIGHTS

PROJECTS/REPLACEMENTS

- Golf Course Restroom Remodel
- Pedestrian Bridge on 18
- Golf Cart Path Replacement
- Marina Deck Expansion
- Bocce Court Refurbishment
- Trail Projects
- Replacement of End-of-Life Assets:
 - Bikes and Helmets
 - ACAC Fencing
 - Golf Club Car



REPLACEMENT RESERVE FUND

	Forecast 2022	Budget 2023
Beginning Balance	\$15,629,024	\$14,778,500
Assessment Funds	\$5,485,104	\$5,708,668
Interest Income	\$111,579	\$116,881
Salvage Receipts	\$36,025	\$46,925
Expenditures		
Consulting	-\$7,600	-\$7,800
Bad Debt	-\$13,000	-\$13,000
Income Tax	-\$25,000	-\$25,000
Overhead/Payroll Allocations	-\$203,000	-\$221,899
Capital Additions/Expenditures	-\$6,238,632	-\$9,634,964
Ending Balance	\$14,778,500	\$10,748,311

30-YEAR CASH FLOW/CAPITAL BUDGET SUMMARY

Year	Annual Percent Change to Capital / Reserve Assessment	Capital / Reserve Account Beginning Balance	Expired Useful Life of Components Expressed in Dollars aka "Fully Funded"	Percent Ratio of Fully Funded Value to Capital / Reserve Balance	Annual Dollar Change to Capital / Reserve Assessments	Annual Member Capital / Reserve Assessment	Annual Avg. Capital / Reserve Assessment / Members	Change in Avg. Annual Capital / Reserve Assessment / Members	Monthly Avg. Capital / Reserve Assessment / Members	Change in Avg. Monthly Capital / Reserve Assessment / Members	Estimated Interest, Net of Tax	Annual Expenditures	Capital Contingency	Ending Balance
1/1/2023	4.00%	14,778,500	41,900,919	35.27%	219,564	5,708,668	881.92	33.92	73.49	2.83	116,881	(9,856,863)	-	10,747,186
1/1/2024	4.00%	10,747,186	38,788,737	27.71%	228,347	5,937,015	917.20	35.28	76.43	2.94	96,070	(6,546,612)	-	10,233,658
1/1/2025	4.00%	10,233,658	40,736,209	25.12%	237,481	6,174,495	953.88	36.69	79.49	3.06	95,878	(5,798,867)	-	10,705,164
1/1/2026	4.00%	10,705,164	42,708,357	25.07%	246,980	6,421,475	992.04	38.16	82.67	3.18	110,021	(3,914,135)	-	13,322,526
1/1/2027	4.00%	13,322,526	46,373,541	28.73%	256,859	6,678,334	1,031.72	39.68	85.98	3.31	122,321	(6,731,936)	-	13,391,245
1/1/2028	4.00%	13,391,245	47,469,485	28.21%	267,133	6,945,468	1,072.99	41.27	89.42	3.44	119,186	(7,817,885)	-	12,638,014
1/1/2029	4.00%	12,638,014	48,670,092	25.97%	277,819	7,223,286	1,115.91	42.92	92.99	3.58	120,890	(6,218,833)	-	13,763,358
1/1/2030	4.00%	13,763,358	50,885,321	27.05%	288,931	7,512,218	1,160.55	44.64	96.71	3.72	126,535	(7,531,309)	-	13,870,802
1/1/2031	4.00%	13,870,802	52,126,576	26.61%	300,489	7,812,707	1,206.97	46.42	100.58	3.87	138,424	(5,462,122)	-	16,359,811
1/1/2032	4.00%	16,359,811	55,833,071	29.30%	312,508	8,125,215	1,255.25	48.28	104.60	4.02	164,455	(5,093,856)	-	19,555,624
1/1/2033	4.00%	19,555,624	59,950,520	32.62%	325,009	8,450,223	1,305.46	50.21	108.79	4.18	185,812	(7,167,509)	-	21,024,150
1/1/2034	4.00%	21,024,150	62,286,888	33.75%	338,009	8,788,232	1,357.68	52.22	113.14	4.35	205,205	(6,226,709)	-	23,790,879
1/1/2035	4.00%	23,790,879	65,812,148	36.15%	351,529	9,139,762	1,411.98	54.31	117.67	4.53	232,086	(6,267,972)	-	26,894,755
1/1/2036	4.00%	26,894,755	69,529,861	38.68%	365,590	9,505,352	1,468.46	56.48	122.37	4.71	257,982	(7,211,893)	-	29,446,196
1/1/2037	4.00%	29,446,196	72,576,320	40.57%	380,214	9,885,566	1,527.20	58.74	127.27	4.89	277,843	(8,377,207)	-	31,232,398
1/1/2038	4.00%	31,232,398	74,980,377	41.65%	395,423	10,280,989	1,588.29	61.09	132.36	5.09	299,398	(7,659,264)	-	34,153,521
1/1/2039	4.00%	34,153,521	78,249,107	43.65%	411,240	10,692,228	1,651.82	63.53	137.65	5.29	327,077	(7,895,639)	-	37,277,187
1/1/2040	3.00%	37,277,187	81,679,998	45.64%	320,767	11,012,995	1,701.37	49.55	141.78	4.13	355,331	(8,321,394)	-	40,324,120
1/1/2041	3.00%	40,324,120	85,067,844	47.40%	330,390	11,343,385	1,752.42	51.04	146.03	4.25	378,089	(9,798,382)	-	42,247,211
1/1/2042	3.00%	42,247,211	87,313,063	48.39%	340,302	11,683,687	1,804.99	52.57	150.42	4.38	399,501	(9,330,106)	-	45,000,292
1/1/2043	3.00%	45,000,292	90,540,495	49.70%	350,511	12,034,197	1,859.14	54.15	154.93	4.51	408,810	(13,163,111)	-	44,280,188
1/1/2044	3.00%	44,280,188	90,437,976	48.96%	361,026	12,395,223	1,914.91	55.77	159.58	4.65	419,792	(9,696,388)	-	47,398,815
1/1/2045	3.00%	47,398,815	94,180,706	50.33%	371,857	12,767,080	1,972.36	57.45	164.36	4.79	384,559	(23,965,035)	-	36,585,419
1/1/2046	3.00%	36,585,419	85,052,752	43.01%	383,012	13,150,092	2,031.53	59.17	169.29	4.93	347,663	(10,741,973)	-	39,341,202
1/1/2047	3.00%	39,341,202	89,423,420	43.99%	394,503	13,544,595	2,092.48	60.95	174.37	5.08	377,535	(10,154,151)	-	43,109,181
1/1/2048	3.00%	43,109,181	94,767,825	45.49%	406,338	13,950,933	2,155.25	62.77	179.60	5.23	377,414	(18,122,740)	-	39,314,788
1/1/2049	3.00%	39,314,788	92,949,057	42.30%	418,528	14,369,461	2,219.91	64.66	184.99	5.39	381,361	(10,094,525)	-	43,971,084
1/1/2050	3.00%	43,971,084	99,564,894	44.16%	431,084	14,800,545	2,286.50	66.60	190.54	5.55	410,749	(13,449,376)	-	45,733,002
1/1/2051	3.00%	45,733,002	103,579,211	44.15%	444,016	15,244,561	2,355.10	68.60	196.26	5.72	434,315	(12,294,335)	-	49,117,543
1/1/2052	3.00%	49,117,543	109,182,483	44.99%	457,337	15,701,898	2,425.75	70.65	202.15	5.89	475,593	(10,547,098)	-	54,747,937

NEW MACHINERY + EQUIPMENT FUND



WHAT IS THE NEW MACHINERY AND EQUIPMENT FUND?

Used to acquire new items identified as necessary to be more efficient in operations, or to provide new services to the membership

2023 PURCHASES

- Commercial Umbrellas at The Lodge Pavilion
- Golf Tractor Front-End Loader Attachment





NEW MACHINERY + EQUIPMENT FUND

	Budget 2023
Beginning Balance	\$291,126
Assessment Funds	\$0
Interest Income	\$220
Expenditures	
Capital Additions/Expenditures	-\$121,000
Ending Balance	\$170,346

Resolution 2017-4

“A contingency reserve minimum balance of \$25,000 will be maintained in the NEF, with Board approval required to draw down below this minimum.”

Note: Resolution changed the New Machinery and Equipment Fund name to New Equipment Fund but was not implemented at the time.

OPERATING FUND

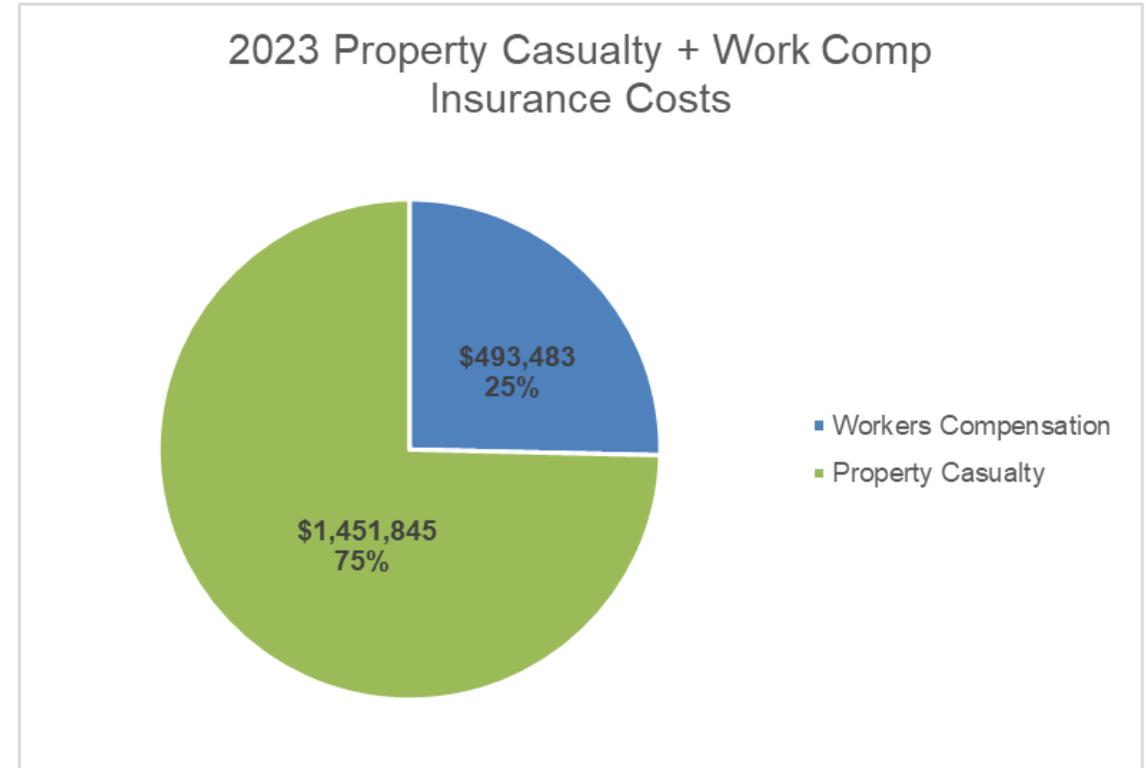
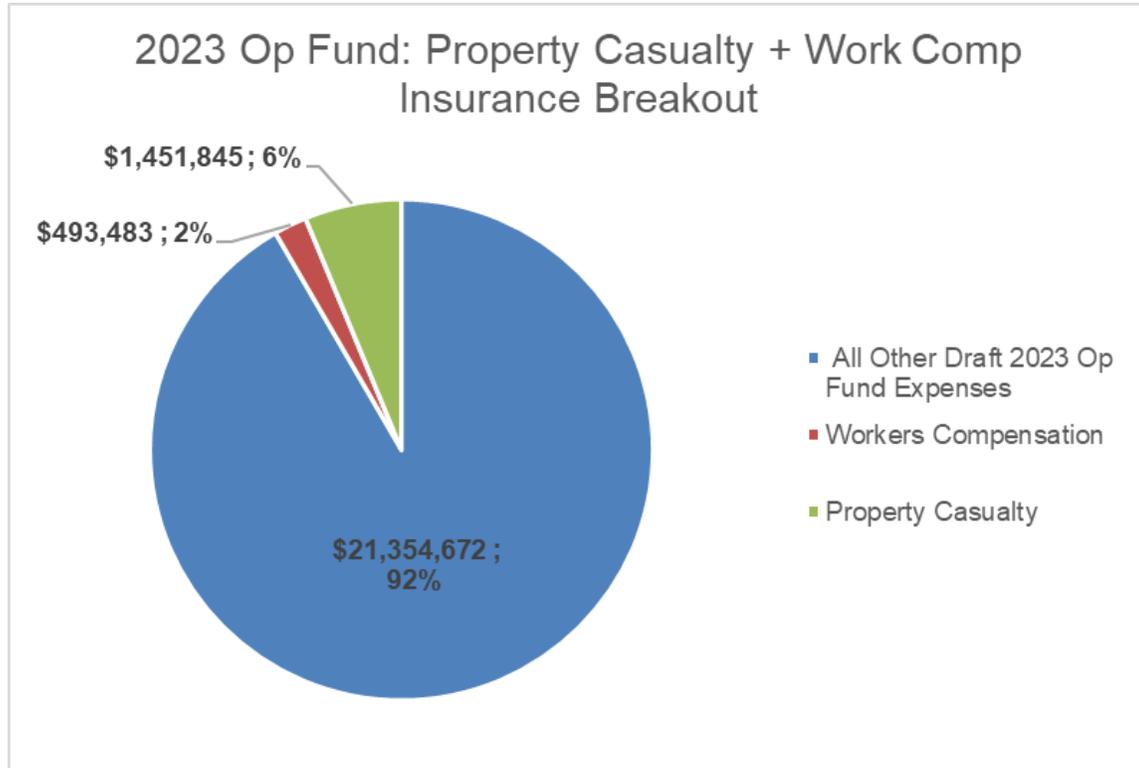


2023 OPERATING FUND BUDGET UPDATE FROM LAST WORKSHOP

- **Rec Fee Revenue:** \$415,000 reduction based on
 - Up to 2-person: \$295
 - Up to 4-person: \$460
 - Additional members 5-8: \$165
- **Salaries and Wages**
 - Included four unfilled positions **\$236,000** impact (\$36 per owner impact to the Annual Assessment)
 - Increased FTYR compensation from 3.5% to 4% - **\$41,000** (\$6 per owner impact to the Assessment)
- **Insurance: \$1.9M.** Final numbers are **\$168,000** less than anticipated and presented in Workshop #2



PROPERTY CASUALTY AND WORKERS COMP INSURANCE

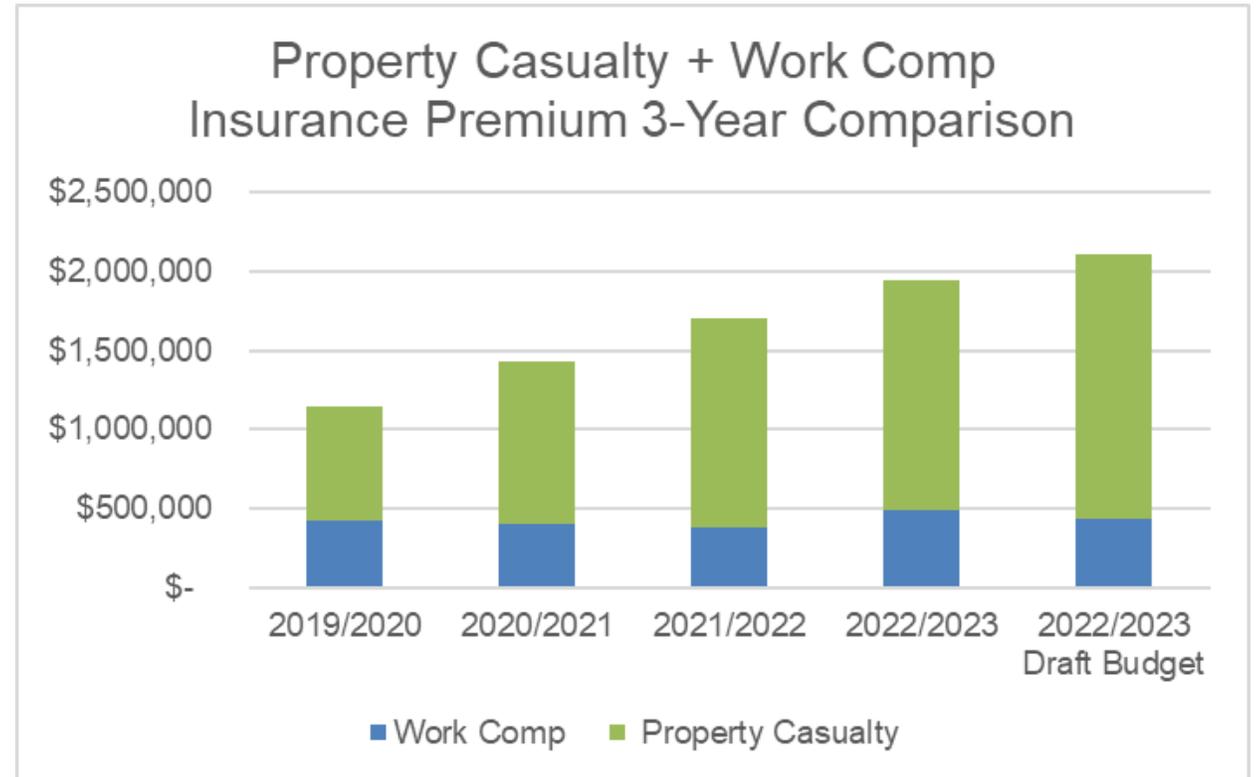


PROPERTY CASUALTY AND WORKERS COMP INSURANCE

2022 – 2023 RENEWAL

TOTAL: \$1.9M

- \$1.4M Property Casualty
- \$493k Workers Comp
- \$300/property Operating Fund assessment
- \$37/property of assessment increase related to insurance increase



CONSOLIDATED FOOD + BEVERAGE

THE LODGE, SUMMER F+B, ALDER CREEK CAFE, PIZZA ON THE HILL, WINTER F+B, MARINA GRILL

	2018	2019	2020	2021	2022	2022	2023	2023 Bdg vs 2022 F/cast	
	Actual	Actual	Actual	Actual	Budget	F/cast	Budget	Amount	Pctg
Revenue	4,314,327	4,218,214	1,990,266	2,512,996	3,749,145	3,742,256	3,934,930	192,674	5%
Cogs	(1,267,733)	(1,220,585)	(633,049)	(819,780)	(1,117,413)	(1,225,176)	(1,270,073)	(44,897)	-4%
Gross Margin	3,046,594	2,997,629	1,357,217	1,693,216	2,631,732	2,517,080	2,664,857	147,777	6%
Payroll Direct-Salary	(666,218)	(591,544)	(322,180)	(596,238)	(677,185)	(728,646)	(774,277)	(45,631)	-6%
Payroll Direct-Hourly	(1,351,599)	(1,298,536)	(808,514)	(942,274)	(1,058,106)	(1,316,428)	(1,388,254)	(71,826)	-5%
Payroll Direct-Total	(2,017,817)	(1,890,080)	(1,130,694)	(1,538,512)	(1,735,291)	(2,045,074)	(2,162,531)	(117,457)	-6%
Payroll Burden	(537,519)	(517,304)	(339,361)	(455,072)	(517,527)	(622,415)	(632,343)	(9,928)	-2%
Payroll	(2,555,336)	(2,407,384)	(1,470,055)	(1,993,584)	(2,252,818)	(2,667,489)	(2,794,873)	(127,384)	-5%
Expenses	(735,788)	(714,809)	(503,884)	(582,068)	(638,548)	(757,041)	(755,577)	1,464	0%
NORBO	(244,530)	(124,564)	(616,722)	(882,436)	(259,634)	(907,450)	(885,593)	21,857	2%
Overhead Alloc								-	0%
NOR	(244,530)	(124,564)	(616,722)	(882,436)	(259,634)	(907,450)	(885,593)	21,857	2%
COGS %	-29%	-29%	-32%	-33%	-30%	-33%	-32%		
Payroll Direct %	-47%	-45%	-57%	-61%	-46%	-55%	-55%		
Payroll Burden % Payroll	-27%	-27%	-30%	-30%	-30%	-30%	-29%		
Net Income % to Revenue	-6%	-3%	-31%	-35%	-7%	-24%	-23%		

FOOD AND BEVERAGE OPERATIONS + INITIATIVES

DRIVING REVENUES

- Promoting operations in shoulder season outside of TDA
- Aggressive special event marketing for all F+B operations
- Enhanced opportunities at the Pavilion and Marina remodels
- Increased live music events - a proven revenue generator
- Shoulder season special events - winemaker dinners and brewery food pairings and “tap takeovers”

OPERATING EFFICIENCIES

- Streamlined operations in shoulder seasons. Ex: Alder Creek Cafe closure
- Aggressively managed labor to business volumes
- Frequent menu pricing evaluation to mirror market volatility with potential pricing adjustments



FOOD + BEVERAGE OPERATIONS AND INITIATIVES CONTINUED

CAPITAL IMPROVEMENTS AT THE MARINA + PAVILION

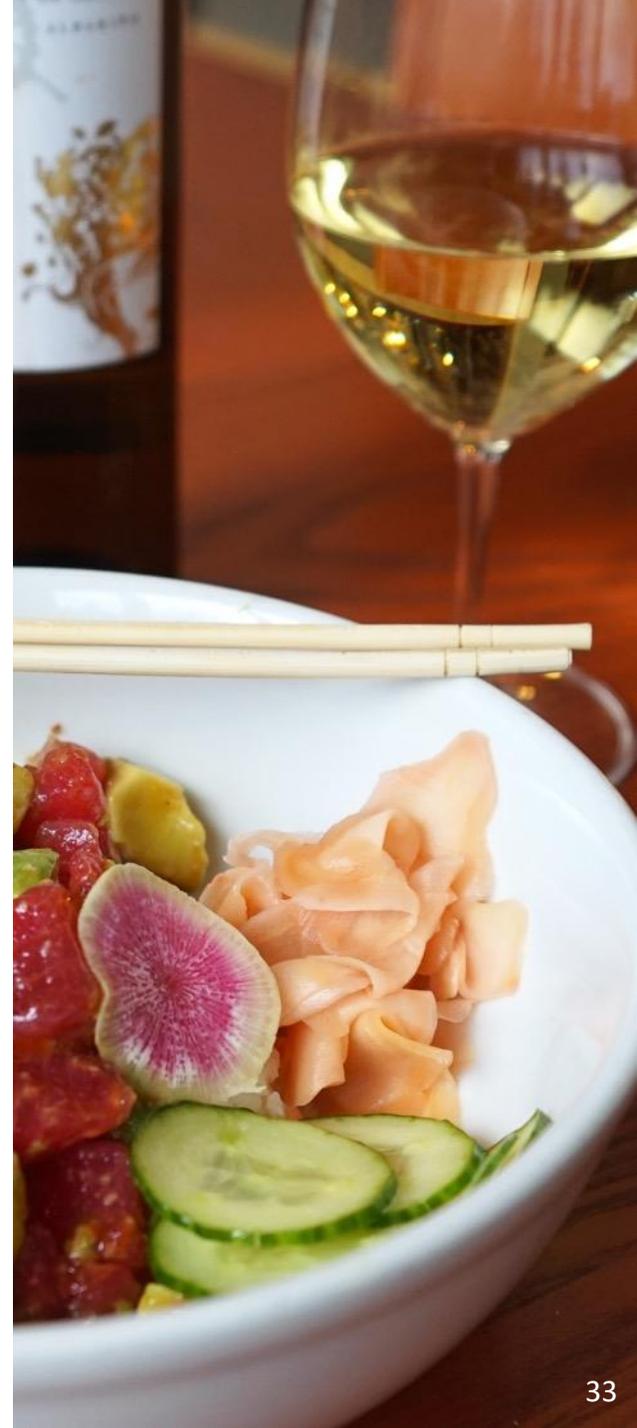
Special Member Events to Drive Revenue

- The upgrades to the Pavilion and Marina decks will allow for evening sunset private events - appetizers, dinners and cocktails
- Special private events like family reunions, TD club events, community events and more are possible at both venues. This will increase catering revenues.

Background:

- Current situation: Limited special event space and limited weather protection at those spaces
- Planned upgrades to The Lodge Pavilion with ADA* accessible pavers, shade umbrellas and fire pits will provide a scenic and comfortable environment
- Planned upgrades to the Beach Club Marina deck increases the overall space and adds glass wind barriers, an outdoor bar and BBQ area for late afternoon gathering opportunities and more

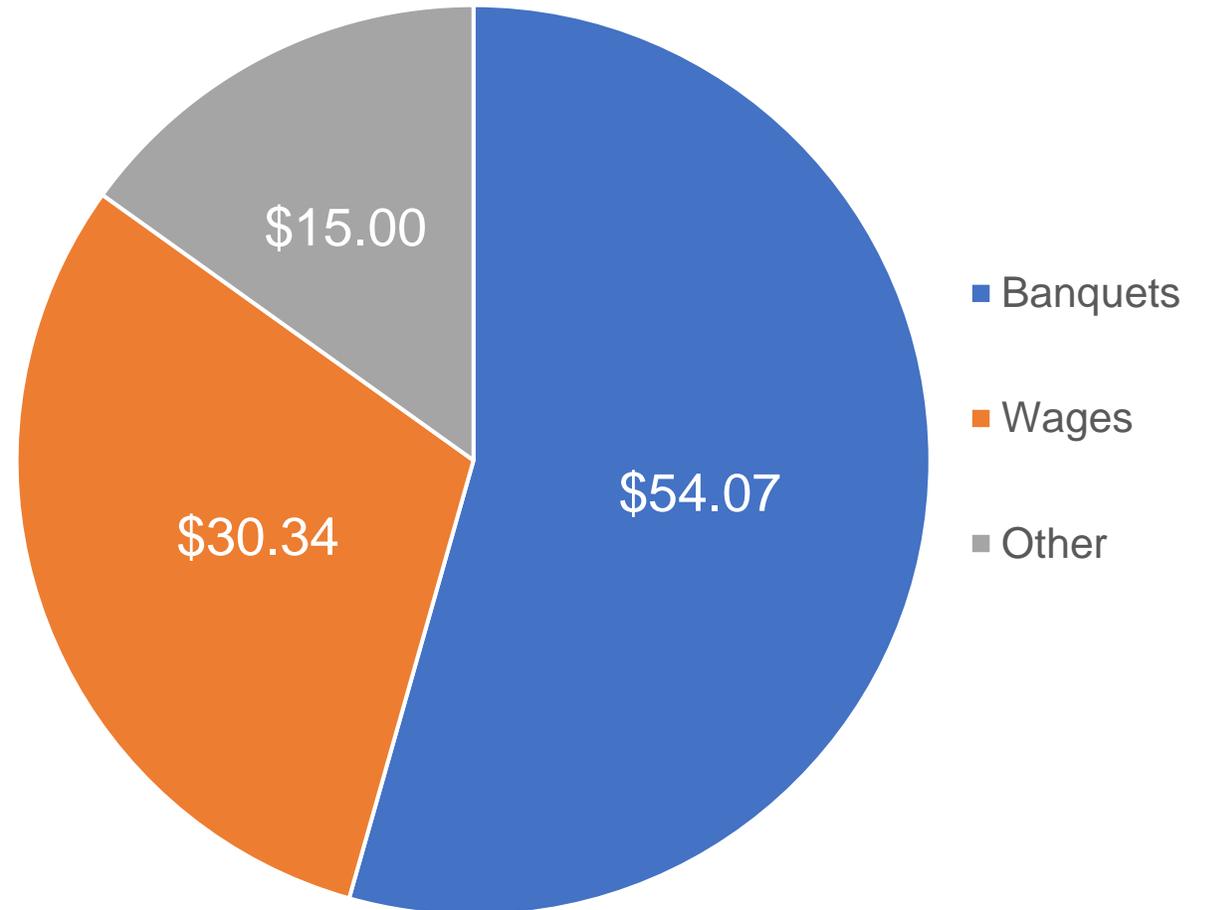
*ADA: American's with Disabilities Act



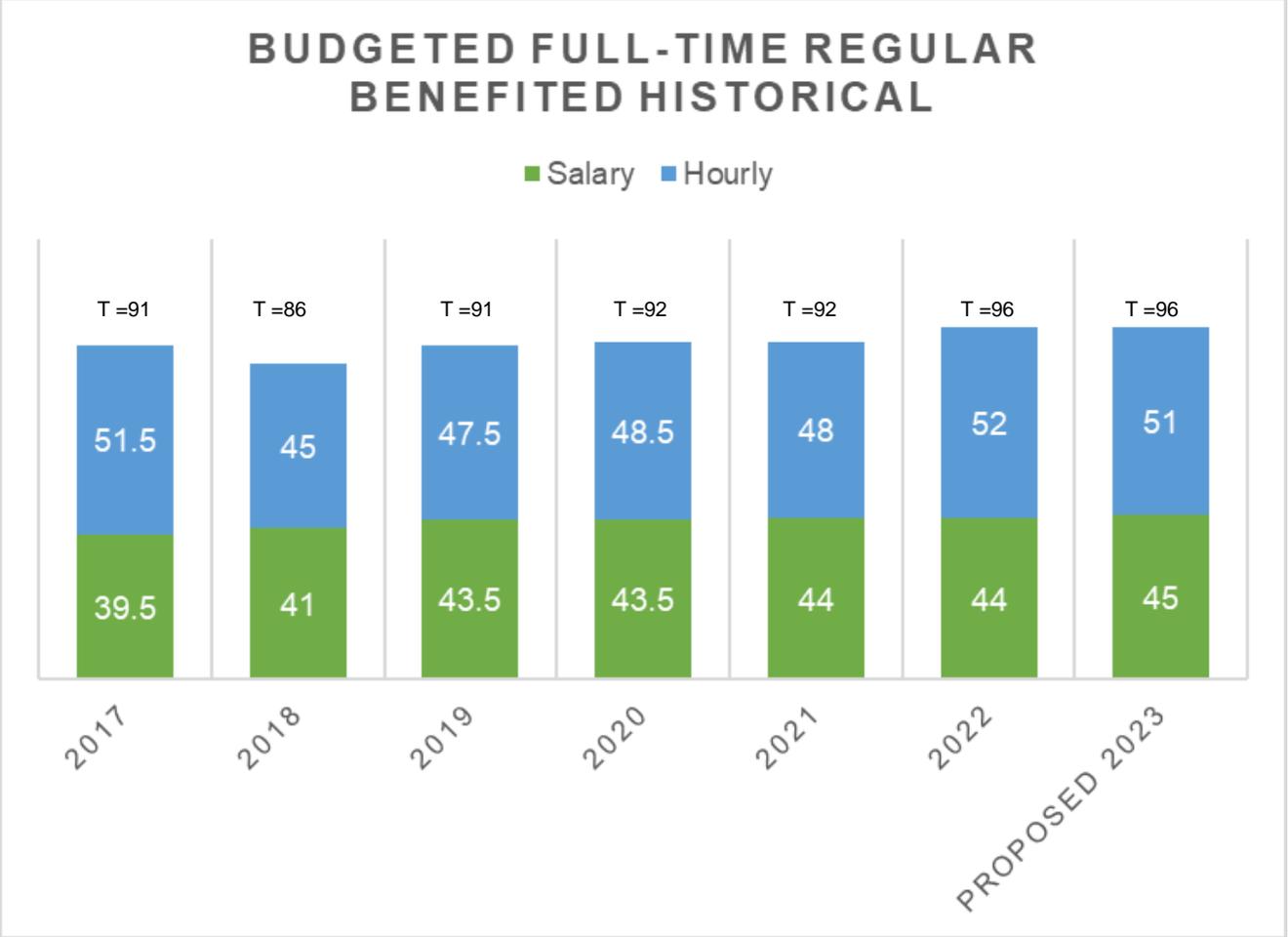
MEMBER CONTRIBUTION TO FOOD + BEVERAGE 2018 VERSUS 2023

\$99 MEMBER CONTRIBUTION INCREASE FROM 2018 TO 2023

- 55% of the increase is from the elimination of wedding tent (\$54)
- 30% of the increase is from wage increases, including minimum wage rising from \$11 to \$15.50, and additional increases due to a competitive labor market (\$30)
- 15% of the increase is from other costs including food, supplies, insurance, etc. driven by increases in inflation and economic factors (\$15)



FULL-TIME REGULAR (BENEFITED) HISTORY 2017-2022



HIGHLIGHTS

- Total FTR stays relatively stable
- Variability year-to-year between salary and hourly totals to adjust to needs
- Changes in F+B operations resulting in total FTR swing (4-/+); reduction and add-back between 2020-2022

PRIVATE AMENITY HISTORICAL VISITATION UPDATED SHEET COMING

	2018		2019		2020		2021		2022 thru Sept		Average Visitation *	
	Member	Guest	Member	Guest	Member	Guest	Member	Guest	Member	Guest	Member	Guest
Trout Creek	70%	30%	77%	23%	92%	8%	85%	15%	84%	16%	79%	21%
Aquatics / NW Pool	88%	12%	88%	12%	Closed		92%	8%	77%	23%	86%	14%
Beach Club	73%	27%	76%	24%	84%	16%	75%	25%	74%	26%	75%	25%
Tennis	88%	12%	86%	14%	90%	10%	84%	16%	84%	16%	86%	14%

* Average does not include 2020 as Covid impacted significantly the Member / Guest mix

2023/24 RECREATION FEES

2022/23 (Current) Rates

- Up to 4 people: \$395
- Add'l. member 5-8: \$145

Originally Proposed Hybrid Option

- Up to 2 people: \$350
- Up to 4 people: \$550
- Add'l. member 5-8: \$175

4-Person Only Option

- Up to 4 people: \$530
- Add'l. member 5-8: \$195

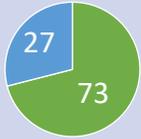
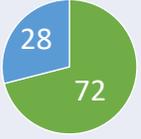
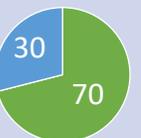
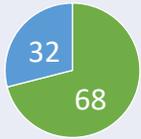
Currently Proposed Hybrid Option

- Up to 2 people: \$295
- Up to 4 people: \$460
- Add'l. member 5-8: \$165

4-Person Only Option

- Up to 4 people: \$415
- Add'l. member 5-8: \$165

PERCENT FUNDED OPTIONS

	REC FEE RATES	4 ADDED POSITIONS + 4% RAISE	UPDATED INSURANCE	REDUCED MEMBER AMENITY PRICING (in addition to the Rec Fee)	FUNDED BY USER FEES VS ASSESSMENT	TOTAL PROJECTED ASSESSMENT	\$ INCREASE FROM 2022	% INCREASE FROM 2022
OPTION A Originally presented on 9/8	\$350 for 2 \$550 for 4 \$175 Additional	NO	NO	\$0		\$2,599	\$250	10.6%
OPTION B	\$350 for 2 \$550 for 4 \$175 Additional	YES	YES	\$0		\$2,643	\$294	12.5%
OPTION C Reflects \$415k reduced Rec Fee Revenue	\$295 for 2 \$460 for 4 \$165 Additional	YES	YES	\$0		\$2,707	\$358	15.3%
OPTION D Reflects \$415k reduced Rec Fee Revenue	\$295 for 2 \$460 for 4 \$165 Additional	YES	YES	\$400K		\$2,769	\$420	17.9%

2023 AMENITY NET OPERATING RESULTS (NOR)

OPTION C NUMBERS

	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2022 Forecast	2023 Budget
Amenities							
Trails	-\$147,800	-\$198,470	-\$104,366	-\$174,405	-\$291,583	-\$160,401	-\$266,149
Marina	\$245,431	\$264,637	\$211,320	\$306,776	\$249,901	\$168,854	\$218,962
Equestrian	-\$84,565	-\$160,776	-\$111,287	-\$156,956	-\$116,105	-\$137,902	-\$145,143
Tennis	-\$21,149	-\$9,668	\$95,877	\$30,146	\$79,470	\$79,471	\$41,736
Campground	\$10,063	-\$22,478	\$34,877	\$20,151	\$22,691	\$12,668	\$16,983
Cross Country Ski Center	\$198,004	\$417,941	\$480,105	\$686,038	\$417,485	\$754,845	\$842,120
Golf Course Operations	-\$113,147	-\$656,363	-\$529,534	\$36,612	-\$98,659	-\$215,209	-\$252,636
The Lodge	-\$31,963	-\$491,191	-\$459,164	-\$650,170	-\$335,557	-\$835,632	-\$702,532
Trout Creek/Aquatics/Rec/Day Camps	\$163,803	-\$75,820	-\$199,668	\$164,099	\$182,973	\$173,075	-\$46,191
Bikeworks	\$1,319	-\$22,695	\$30,852	-\$17,116	\$6,090	-\$3,520	\$9,097
Pizza on the Hill	-\$74,431	-\$154,432	-\$18,571	-\$135,128	-\$6,892	-\$275,948	-\$112,136
Alder Creek Cafe	-\$109,529	-\$68,501	-\$127,324	-\$111,779	-\$36,899	-\$53,998	-\$53,058
Downhill Ski Consolidated	\$653,794	\$1,244,721	\$940,574	\$1,194,552	\$1,373,301	\$1,562,525	\$1,403,823
Snowplay	\$72,567	\$61,009	\$51,375	\$178,054	\$111,027	\$100,943	\$121,008
Total Amenity Departments	\$762,397	\$127,914	\$295,066	\$1,370,871	\$1,557,243	\$1,169,772	\$1,075,884

2023 HOA NET OPERATING RESULTS (NOR)

OPTION C NUMBERS

	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2022 Forecast	2023 Budget
Association Business							
General	-\$833,142	-\$2,440,976	-\$701,538	-\$575,259	-\$898,224	-\$887,572	-\$885,151
Administration	-\$774,570	\$0	-\$248,311	-\$1,234,798	-\$1,005,298	-\$1,035,208	-\$1,159,609
Communications	-\$493,807	\$0	-\$362,548	-\$488,835	-\$522,740	-\$561,432	-\$636,641
ASO	-\$174,883	-\$327,499	-\$15,104	-\$122,077	-\$203,131	-\$111,955	-\$229,447
MIS - Information Technology	-\$631,806	\$0	-\$602,876	-\$703,080	-\$830,808	-\$811,422	-\$863,396
Accounting	-\$760,917	\$0	-\$684,189	-\$827,649	-\$907,701	-\$908,211	-\$1,091,981
Human Resources	-\$373,965	\$0	-\$329,913	-\$458,119	-\$472,957	-\$455,179	-\$550,684
Member Services	-\$212,291	\$0	-\$206,725	-\$300,589	-\$367,448	-\$356,821	-\$373,628
Forestry	-\$876,645	-\$1,323,833	-\$1,442,346	-\$1,252,544	-\$1,253,738	-\$1,036,580	-\$1,218,018
Maintenance	-\$736,144	\$1	-\$559,624	-\$616,237	-\$860,177	-\$643,624	-\$797,701
Facility Administration	-\$328,751	\$0	-\$335,027	-\$388,168	-\$355,976	-\$534,910	-\$592,445
Total Association Departments	-\$6,196,921	-\$4,092,307	-\$5,488,201	-\$6,967,355	-\$7,678,198	-\$7,342,911	-\$8,398,700

2023 SUMMARY OPERATING FUND INCOME STATEMENT

OPTION C NUMBERS

	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2022 Forecast	2023 Budget	2023 Bud vs 2022 F/cast
Rec Fee Income	\$1,065,610	\$1,180,445	\$948,862	\$1,340,250	\$1,260,000	\$1,330,795	\$1,332,000	\$1,205
Access Fees	\$3,607,044	\$4,445,118	\$2,926,050	\$5,286,643	\$5,458,892	\$5,903,422	\$6,323,195	\$419,773
Food and Beverage	\$4,282,739	\$4,192,381	\$1,982,121	\$2,507,619	\$3,720,876	\$3,703,038	\$3,909,011	\$205,972
Retail	\$568,028	\$601,026	\$406,575	\$491,842	\$539,691	\$561,061	\$574,959	\$13,898
Lessons and Rentals	\$2,857,164	\$3,315,431	\$2,185,205	\$2,682,182	\$3,485,316	\$3,400,124	\$3,743,634	\$343,510
Other Income	\$972,461	\$961,116	\$1,005,059	\$939,609	\$1,110,194	\$1,189,961	\$1,290,029	\$100,068
Total Gross Revenue	\$13,353,046	\$14,695,517	\$9,456,871	\$13,248,144	\$15,574,969	\$16,088,400	\$17,172,827	\$1,084,427
COGS	-\$1,573,523	-\$1,554,427	-\$826,433	-\$1,103,995	-\$1,427,265	-\$1,509,193	-\$1,594,633	-\$85,440
Gross Margin	\$11,779,523	\$13,141,090	\$8,630,438	\$12,144,150	\$14,147,704	\$14,579,208	\$15,578,195	\$998,987
Payroll	-\$12,141,808	-\$12,738,178	-\$9,000,731	-\$12,176,586	-\$14,028,325	-\$14,500,284	-\$15,978,195	-\$1,477,911
Operating Expense	-\$5,072,241	-\$5,471,316	-\$5,020,385	-\$5,760,635	-\$6,561,052	-\$6,572,063	-\$7,314,715	-\$742,652
Net Operating Revenue	-\$5,434,526	-\$5,068,404	-\$5,390,678	-\$5,793,072	-\$6,441,673	-\$6,493,139	-\$7,714,715	-\$1,221,576
Overhead Charged to Other Funds	\$0	\$172,514	\$197,000	\$197,000	\$320,717	\$320,000	\$391,899	\$71,899
Net Operating Revenue after Overhead Allocation	-\$5,434,526	-\$4,895,890	-\$5,193,678	-\$5,596,072	-\$6,120,956	-\$6,173,139	-\$7,322,816	-\$1,149,677
Per Property Assessment	\$840	\$756	\$802	\$865	\$946	\$954	\$1,131	
Assessment Increase (Decrease) vs 2022							\$185	

2021 OPERATING REVENUE SURPLUS OPTIONS

Background: The 2021 budget resulted in a net operating surplus of \$850k due to better-than-expected amenity performance and ideal weather conditions.

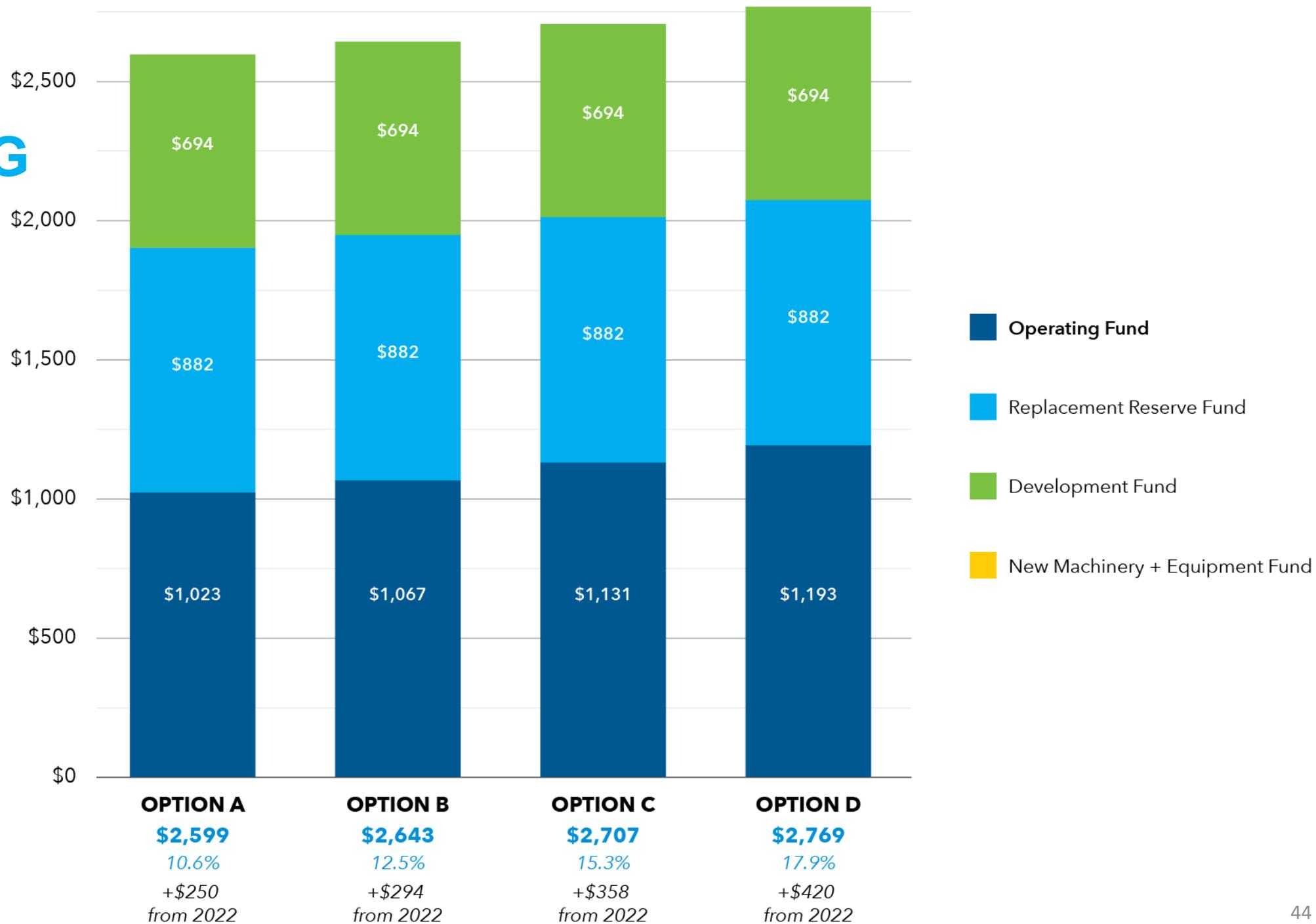
Options for how to use the surplus could include:

- Utilize a portion to offset an increase in the 2023 Annual Assessment
- Hold a portion for any 2022 budget shortfall
- Hold a portion for any 2023 or 2024 budget shortfalls due to impacted program revenue from ski lodge construction
- Hold a portion for workforce retention program to combat labor market variances and competition

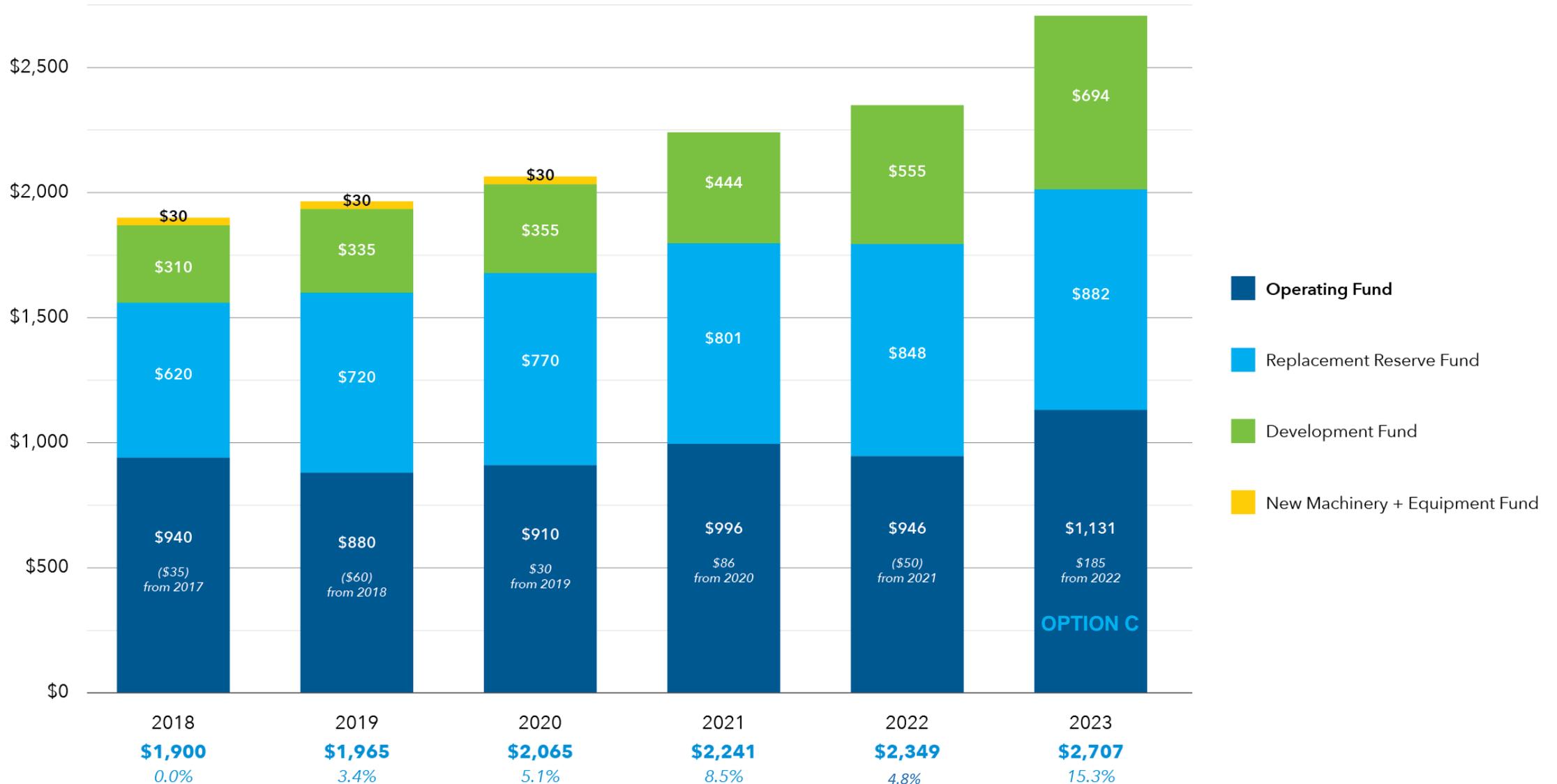
TOTAL 2023 ANNUAL ASSESSMENT



2023 OPERATING FUND BUDGET OPTIONS



ASSESSMENT CONTRIBUTION TO OPERATING + CAPITAL FUNDS: OPTION C



SEEKING DIRECTION

- **PROVIDE DIRECTION TO STAFF TO REFINE FUND CONTRIBUTIONS FOR APPROVAL AT OCT. 28 REGULAR BOARD MEETING**

OR

- **BY MOTION, ADOPT THE BUDGET AS PRESENTED WITH OR WITHOUT MODIFICATION FOR AN ANNUAL ASSESSMENT OF**
 - DEVELOPMENT FUND AT \$694 (+\$139 FROM 2022)
 - REPLACEMENT RESERVE FUND AT \$882 (+\$34 FROM 2022)
 - NEW MACHINERY AND EQUIPMENT FUND AT \$0
 - OPERATION ASSESSMENT AT
 - OPTION A \$1,023 (+\$77 FROM 2022)
 - OPTION B \$1,067 (+\$121 FROM 2022)
 - OPTION C \$1,131 (+\$185 FROM 2022)
 - OPTION D \$1,193 (+\$247 FROM 2022)



2023 WORKPLAN GOALS





RECOMMENDED ACTION

Review and provide comment





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.

DRAFT 2023 WORKPLAN GOALS – PART 1

STRATEGIC INITIATIVE	POTENTIAL GOAL	CONTINUED FROM 2022 WORKPLAN
<p>Rec Opportunities, Goal 2.3 Create an Informed Community, Goal 6.1</p>	<p>#1) AMENITY ACCESS – Present draft Amenity Access Policy to Board by end of 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>DELIVERABLE 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>Create an Informed Community, Goal 6.2</p>	<p>#2) MEMBER VALUE – Develop and implement a comprehensive member engagement initiative that fosters member enjoyment and increases value.</p> <p>DELIVERABLE 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>High-Performing + Fiscally Responsible Organization, Goal 3.2</p>	<p>#3) HOUSING – Complete a workforce housing feasibility study/master plan and work with regional partners.</p> <p>DELIVERABLE – 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>Planning, Development + Infrastructure, Goal 5.2</p>	<p>#4) DOWNHILL SKI LODGE – Demo existing structures and begin construction of replacement ski lodge. Timing is dependent on the Town of Truckee’s approval process.</p> <p>DELIVERABLE – 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>Planning, Development and Infrastructure, Goal 5.3</p>	<p>#5) COVENANTS – Review/update enforcement and hearing procedures for community standards. Scope includes C&Rs, Bylaws, architectural standards, covenants rules for association owned property and private properties.</p> <p>DELIVERABLE – 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>Rec Opportunities, Goal 2.1 Environmental Stewardship, Goal 4.1</p>	<p>#6) TRAILS – Develop an association-wide Trails Management Plan tiered off the Trails and Open Space Master Plan.</p> <p>DELIVERABLE – A Trail Management Plan will prioritize new construction and improvement projects identified in the Trail Master Plan, determine staffing and budget allocations 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
<p>Safe Community, Goal 1.1 and 1.2</p>	<p>#7) FIRE MITIGATION – 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>DELIVERABLE – 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>	<p>Yes</p>

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>#8) BUILDING REPLACEMENT PROGRAM - Provide a building replacement policy to the Board that includes a funding mechanism that incorporates all existing buildings.</p> <p>DELIVERABLE - 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. 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.</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
- The board is interested in evaluating the effectiveness of the current employee compensation and retention program



RECOMMENDED ACTION

Review and provide comment



APPENDIX

- Budget 2023 detail by department (individual income statements)
- 20-Year Capital Projects List
- CFP 2023 5-Year Capital Improvement Plan
- CFP 2023 Project Worksheets
- CFP 2023 5-Year Development Fund
- 30-Year Cash Flow Replacement Reserve Fund
- 2023 Replacement Reserve Fund Component Detail
- 2023 AICPA Report by Location



THANK YOU

