

2023

TAHOE DONNER COMMITTEE TRAINING WORKSHOP



TAHOE DONNERSM



AGENDA

1. Mission, Vision, Values
2. Governance
3. Defining Board and Committee Roles
4. Committee Communication
5. Role of Chair and Staff
6. Code of Conduct, Do's and Don'ts of Committees
7. Strategic Initiatives



TAHOE DONNER MISSION

Tahoe Donner is a recreational-oriented mountain residential community whose mutual benefit association of 6,500 owners provides for the standards, regular operation and long-term maintenance of programs, facilities and open- space. Through continuous improvement, customer service and fiscal accountability, the association maintains leading standards of natural resource stewardship, facilities, programs and services to benefit the owners/members. Organizational effectiveness and innovation within the association are sustained by maintaining a highly professional board of directors, staff and homeowner committee volunteers, while also engaging the local community in an effective and collaborative relationship.

TAHOE DONNER VISION

Tahoe Donner is a vibrant and desirable mountain community providing attractive and well-maintained facilities, events, programs and leading customer service to its members, guests and public, all while maintaining accessible and healthy natural surroundings.





TAHOE DONNER VALUES

- Organizational Effectiveness
- Collaboration
- Fiscal Accountability
- Professionalism
- Continuous Improvement
- Responsibility
- Resource Conservation
- Stability
- Community Participation
- Respect

DEFINING GOVERNANCE

1. Governance
2. Defining Board and Committee Roles
3. Committee Communication
4. Role of Chair and Staff
5. Code of Conduct, Do's and Don'ts of Committees
6. Mission, Vision, Values and Strategic Initiatives



FOLLOW ESTABLISHED LAWS, REGULATIONS + POLICIES

- Federal Law, State Law & Municipal Codes
- TDA Governing documents (C&R's; Bylaws, Rules, Resolutions, Policies, Rules, etc.)
- Davis-Stirling
- Town of Truckee General Plan and Local Ordinances
- Other Agency Regulations, Policies, Ordinances or Permits
- Budget



COMMITTEE GOVERNING DOCUMENTS

Covenants & Restrictions (C&Rs) + Bylaws

membership approved

Committee Policy (Resolution 2021-5)

developed collaboratively by staff and Board; approved by the Board

Committee Charters

developed collaboratively by staff, committees and Board; approved by the Board

Committee Internal Operating Procedures

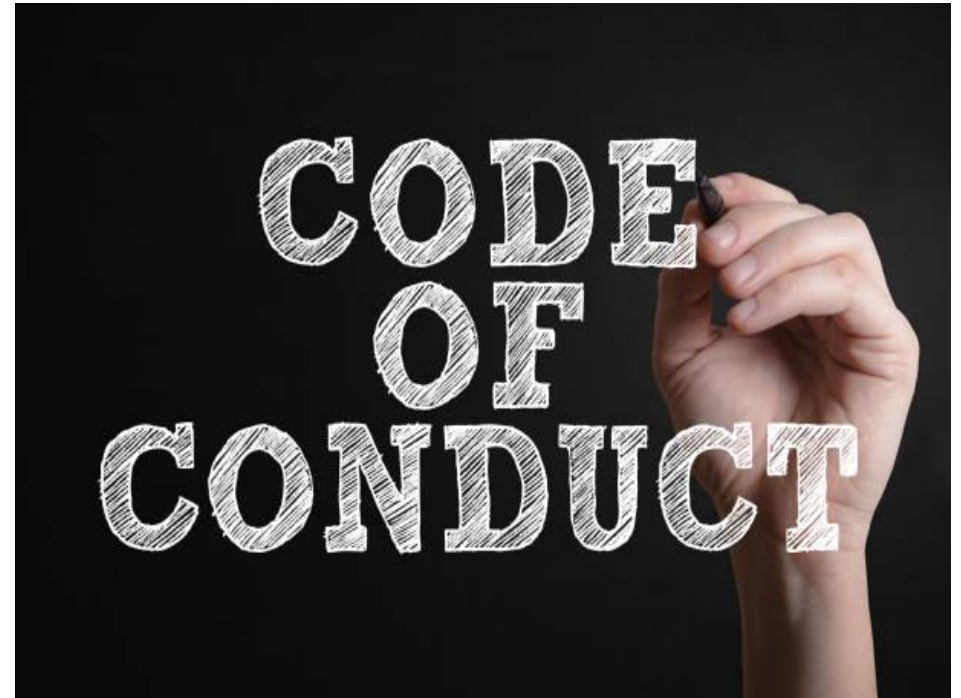
developed by staff and committees and provided in Committee Charter approved by the Board



ADHERE TO RESOLUTION 2021-5 & COMMITTEE CHARTER

Reso 2021-5, Section VIII. Principles of Conduct

- Working with Association Staff
- Confidential Information
- Self-Dealing and Conflicts of Interest
- Ensure Accuracy
- Conducting business in accordance with Charter and Governing documents
- Working with fellow members

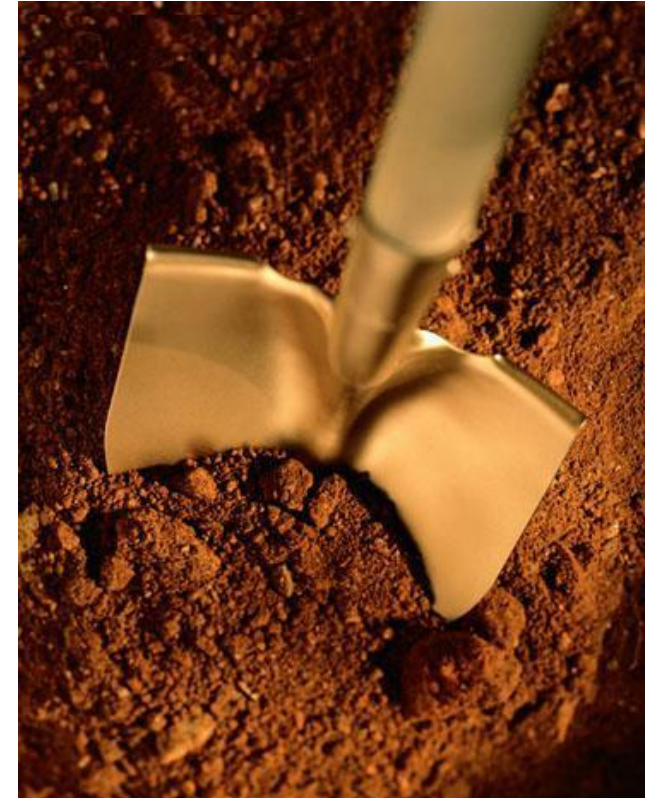


PRINCIPLES OF GOOD GOVERNANCE



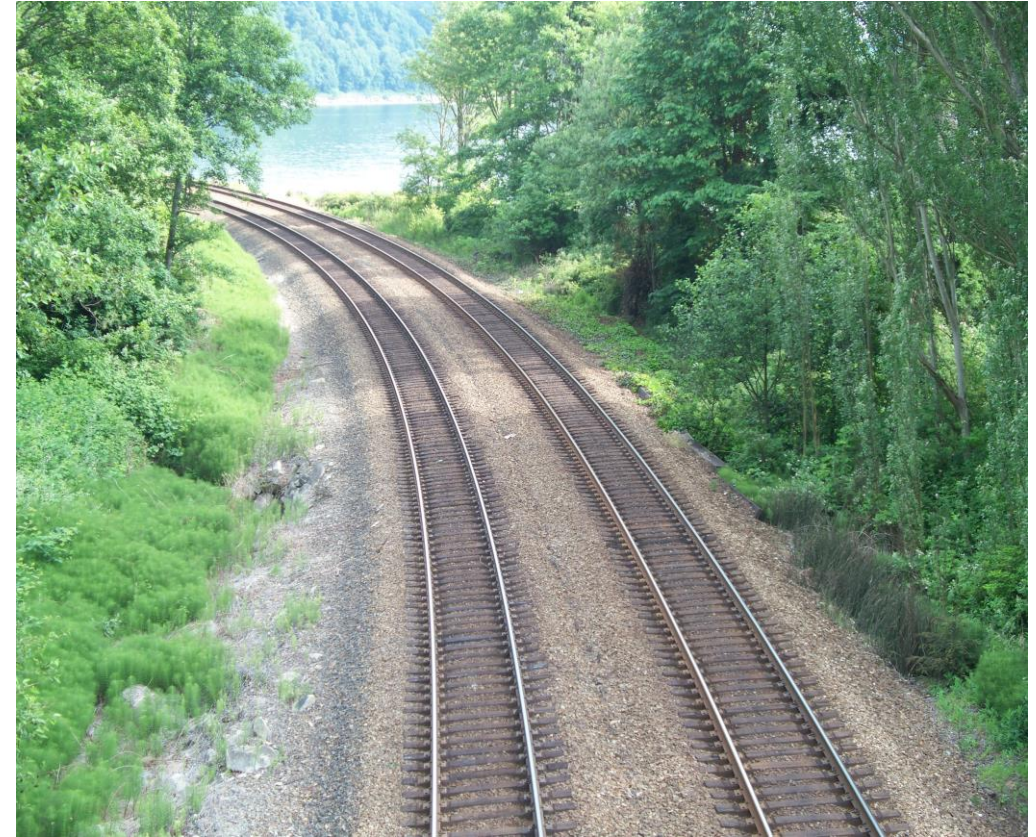
THE “WORK” OF A BOARD OF DIRECTORS

- Work for the “owners” of the association - primarily homeowners, but may include guests, visitors, customers and other stakeholders
- Link with homeowners to listen, share and represent their interests
- Determine the desired organizational results expected of TDA
- Adhere to, establish and monitor the policies that guide the successful management and operation of Tahoe Donner
- Act as the “trustee” of Tahoe Donner’s money, financial resources and assets
- Hire, supervise and evaluate performance of the general manager
- Evaluate resources consumed versus benefits gained - ROI
- Appoint, direct and manage its committees and task forces



WHO SHOULD DO WHAT AND WHY IN GOOD GOVERNANCE?

- The Board of Directors should provide vision and strategic leadership about expectations and direction.
- The Board of Directors should primarily focus on **ends**: “**what and why**” of Tahoe Donner’s management and operations.
- The general manager and staff should primarily focus on the **means**: “**who, how, when and at what cost**” of management and operations.



RESULTS DEFINED

- Organizational results are the effect the association has on Tahoe Donner's residents, guests and the environment
- Results are outcomes (not effort)
- Results are "ends" (not "means")
- Clear expectation of results establish operational goals and priorities for staff, the board and homeowners
- Provide measurements and metrics to track and assure performance



TYPICAL “GOVERNANCE” PROBLEMS

- Not following established protocols, governing documents
- Roles and responsibilities are often poorly defined
- Lack of vision, proper focus and forward/future direction
- Committees lose control of its purpose, its distinct roles and authority
- Staff lose control of their management and operational responsibilities and authority
- “Border incursions” by both board/committees and GM into each other’s turf
- Reactive, backward-looking, “fix-it” orientation
- Playing defense versus offense





TAHOE DONNER COMMITTEES

- Architectural Standards
- Covenants
- Elections
- Finance
- Giving Fund
- Long-Range Planning
- Trails and Open Space



THE ROLE OF A TAHOE DONNER COMMITTEE MEMBER

- Provide leadership to the committee and its members
- Work collaboratively to ensure the committee's efficient and effective operation
- Ensure that the committee makes progress toward completing its annual tasks
- Work collaboratively to prepare committee agendas
- Work collectively to facilitate productive committee discussions
- Ensure that meeting minutes and other reports are accurate
- Ensure the committee and any subcommittees are managed in accordance with its charter and other association-governing documents



IMPORTANT “WORK” OF EVERY TAHOE DONNER COMMITTEE

- Be an agent and ambassador of Tahoe Donner
- Support TDA in accomplishing its mission, vision, strategic initiatives, goals and work programs
- Adhere to the values of the association
- Link with residents to listen to and share information
- Committee meetings often serve as first line of official contact with homeowners to the board on issues and projects
- Represent the collective interests of homeowners and other stakeholders
- Be “in the know” and “represent”





REVIEW OF

- Laws Governing Association Meetings and Committee Communication
- Communication Dos and Don'ts
- Role of Chair
- Role of Staff

MEETING LAWS AND PROVISIONS

ASSOCIATIONS BYLAWS/ RESOLUTION 2021-5

- Bylaws Article X “Committees,” Section 2. “Meetings and Actions of Committees” requires that committees shall be governed by provisions of Article VIII “Board Meetings.”
- Open Meeting Act:
 - Give adequate notice of meetings (4 days)
 - Opportunity for public comment
 - Conduct meetings in open session, except where a closed session is specifically authorized

DAVIS-STIRLING

- Email meetings disallowed, including chain or series of emails that eventually involves the majority
- To address issues between regularly scheduled meetings:
 - Delegate authority to staff lead, or
 - Call a special meeting with 4 days notice, or
 - Call an emergency meeting



COMMITTEE COMMUNICATION

APPROPRIATE + HELPFUL

- Questions and discussions to gain understanding of committee matters
- Listening to member feedback and input
- Briefings/information presentations with staff lead or consultants
- Feedback, suggestions, advice or criticisms about staff, contractors or consultants through lead staff or general manager

INAPPROPRIATE + HARMFUL

- Emails, phone calls and meetings with other committee or board members to discuss your position on a pending decision before the committee
- Publicly stating your voting position on a pending decision matter before your committee
- Communicating with consultants, contractors and staff that could be interpreted as direction or criticism
- Providing directions, assigning tasks, or making decisions outside of formally noticed meetings



INTRA-COMMITTEE COMMUNICATION TIPS



DO NOT

- Meet on the side with a quorum of members.
- Conduct serial meetings (e.g. chain meetings or hub-spoke meetings).
- “Reply-all” discussions on the committee email list; email chains.



RUN THROUGH CHAIR & STAFF LEAD

- Sending informational materials relevant to the committee.
- Sending committee administration emails about schedules and agendas.



GO AHEAD

- See other committee members socially.
- Chat with individual committee members about general Committee issues.
- Discuss specific Committee issues within established subcommittees.

BE AWARE: EMAILS ARE DISCOVERABLE



INAPPROPRIATE AND HARMFUL COMMUNICATION

- Emails, phone calls and meetings with other Committee or Board members to discuss your position on a pending decision before the Committee
- Publicly stating your voting position on a pending decision matter before your Committee
- Communicating with Consultants, Contractors and Staff that could be interpreted as direction or criticism



APPROPRIATE AND HELPFUL COMMUNICATION

- Questions and discussions to gain understanding of Committee matters
- Listening to member feedback and input
- Briefings/information presentations with Staff Lead or Consultants
- Feedback, suggestions, advice or criticisms about Tahoe Donner Staff, Contractors or Consultants through Lead Staff or General Manager



2023 COMMITTEE LEADERSHIP

- Chair Terms
 - Elected at first meeting of each calendar year
 - Serve 1-year terms
 - May serve no more than two consecutive terms
- Committee to select 2023 Chair
- Committee to select 2023 Vice Chair



2023 COMMITTEE TERM CLASSES

- Rosters are generally divided into three class (A, B, and C)
- The class determines which year your term ends
- Most committees have 3-year terms; ASC and Covenants have 2-year terms
- No committee member may serve for more than two consecutive full terms



COMMITTEE CHAIRPERSON'S ROLE

- Preside over committee meetings
- Work collaboratively with staff to schedule meetings as required or necessary
- Distribute material to the committee whenever needed to keep committee members informed
- Serve as the committee's representative and speaker, including before the board
- Communicate with other chairs to ensure coordination and cooperation between committees
- Ensure appropriate orientation for new committee members
- Most effective committee chairs act as facilitators not directors



ROLE OF STAFF LEAD

RESOLUTION 2021-5

- (Section I.3.) Committees shall not exercise authority over staff
- (Section III.) The chair and staff lead shall be co-equal committee leaders
- Facilitate communication between management, the committee and the board
- Provide administrative and logistic support to the committee
- Work with the committee chair to establish meeting agendas and schedule meetings as required or necessary
- Ensure the proper distribution of meeting agendas
- Ensure proper notice of scheduled meetings
- Serve as an area expert and information resource to the committee





ROLE OF STAFF LEAD CONTINUED

- Ensure that committee meetings and reports are properly reported to the board
- Leads communication with outside agencies and consultants
- Communicate with other staff leads to ensure coordination and cooperation between committees
- Recommend annual tasks for consideration by the committee
- Provide association data and information when necessary for the committee's work
- Prepare staff reports when necessary



MEETING SCHEDULE

- Committees will meet at least quarterly, most meet monthly
- Special committee meetings shall be scheduled at the discretion of the chair and staff
- Committee to set a regular schedule meeting date and time



DO'S + DON'TS OF COMMITTEES



COMMITTEE MEETING DOs

- Review and read your agenda packet and staff reports prior to meeting
- Obtain recognition from chair before speaking
- Ask questions that advance understanding
- Project a respectful, polite and open attitude
- Validate to show that you are a good listener
- Make motions when the time is right
- Explain reasoning behind your vote if the issue is controversial
- Recuse yourself if you have a conflict of interest on an issue



ACTIVITIES THAT FOSTER COMMITTEE EFFECTIVENESS

- Get to know the Tahoe Donner staff and board members
- Review TDA's Strategic Plan, Workplans and Budget
- Review 5-Year Capital Improvement Plan Overview and 20-Year Plan
- Know the facts of the projects/issues you are discussing
- Review Board actions and policies affecting planning and development
- Review conceptual plans, feasibility studies, cost estimates etc.
- Consider whether or not you may have a conflict of interest or bias on any of the agenda items



INAPPROPRIATE ACTIONS THAT HINDER EFFECTIVENESS

- Directing staff or inserting yourself in operational matters
- Determining staff priorities or assigning work programs
- Taking unilateral action as an official representative of TDA
- Serving special interests versus the association as a whole
- Speaking on behalf of the association or your committee without express authorization and/or on official decisions
- Demanding inordinate or inappropriate time from staff
- Advocating for, or opposing projects outside a committee meeting unless acted upon by the committee or the board
- Discussing your position



THINGS TO CONSIDER

- Don't be afraid to agree or disagree
- Don't take disagreement and opinion differences seriously or personally
- Avoid arguments and incivility
- Don't be goaded or "take the bait" from bad actors
- Don't blindside or criticize people publicly
- Stay off social media

STRATEGIC PLAN



TAHOE DONNERSM

ELEMENTS OF THE STRATEGIC PLAN

- 5-Year Planning Horizon
- Did not alter TDA's current Vision, Mission and Values
- Current draft includes
 - 6 Strategic Initiatives
 - 15 Operational Goals
 - Objectives
- Supporting elements
 - Budget, action plans and work programs
 - Performance measures and metrics



TAHOE DONNER STRATEGIC PLAN INITIATIVES

INITIATIVE 1: **SAFE COMMUNITY**

The Tahoe Donner community is safe and prepared to prevent and respond to emergencies through partnerships with local public safety agencies, risk-management practices and public education.

INITIATIVE 2: **RECREATION OPPORTUNITIES**

Homeowners and visitors benefit from a variety of private and public amenities, leisure programs and natural recreation areas that make the Tahoe Donner community a great place to live and play.

INITIATIVE 3: **HIGH-PERFORMING AND FISCALLY RESPONSIBLE ORGANIZATION**

Tahoe Donner achieves a high level of member satisfaction and is governed and managed in an efficient and cost-effective manner that provides owners a good value from Annual Assessments and user fees.

INITIATIVE 4: **ENVIRONMENTAL STEWARDSHIP**

Tahoe Donner provides responsible stewardship and sustainable lands management of its 7,000+ acres of developed property, open space and natural resources.

INITIATIVE 5: **PLANNING, DEVELOPMENT AND INFRASTRUCTURE**

Tahoe Donner plans, develops and maintains Association-owned land, infrastructure and recreation amenities that meet homeowner needs and ensure quality home building and upkeep through covenants and architectural standards.

INITIATIVE 6: **CREATE AN INFORMED, INVOLVED AND LIVABLE COMMUNITY**

Homeowners are informed and involved in creating a vibrant and livable community.

**QUESTIONS, COMMENTS +
OBSERVATIONS**

THANK YOU