

# 2024 ANNUAL STRATEGIC OBJECTIVES

OCTOBER 27, 2023 BOARD OF DIRECTORS MEETING

# OUTCOMES

- The Board of Directors will provide feedback on the concept of shifting from a “work plan” to “annual strategic objectives”
- The Board will provide staff feedback on the draft 2024 Annual Strategic Objectives
- The Board may consider approval of the draft 2024 Annual Strategic Objectives with or without modifications



# 2021-2026 STRATEGIC PLAN

## EXECUTING ON THE STRATEGIC PLAN

- Annually, the board and staff work together to create an annual plan that establishes the priorities of the staff as they relate to the Strategic Plan
- Committees may have annual tasks relating to the annual plan
- Staff report to the board quarterly on the annual plan status
- Committees report to the board semi-annually on their annual task lists, including tasks relating to the annual plan





# PROPOSED CHANGE: WORK PLAN TO STRATEGIC ANNUAL OBJECTIVES

**Staff is proposing a shift from an annual work plan to annual strategic objectives**

## **Purpose of the Shift**

- Improves alignment with Strategic Plan
- Clarifies roles of performance management
  - Differentiates between strategic objectives and complementing operational internal work plans and committee task lists
- Improves planning and implementation
- Clarifies measures of success of the Strategic Plan



# 2024 ANNUAL STRATEGIC OBJECTIVES DRAFT

## 2024 FOCUS AREAS

- A. Amenity Access Improvement
- B. Member Value + Strengthening Community
- C. Planning, Development + Infrastructure
- D. Organizational Development

Objective Focus Area	Strategic Plan Initiative + Goal	Objective	Description	Measurements + Metrics of Success
Focus Area Title	Reference to Strategic Plan Initiative and Goal	Annual Objective Title	Description of strategic objective that aligns with the Strategic Plan and builds toward the success of the Initiative(s) and Goal(s)	Expected reporting to measure success of the objective

# 2024 ANNUAL STRATEGIC OBJECTIVES DRAFT

## AMENITY ACCESS IMPROVEMENT

Strategic Plan Initiative + Goal	Objective	Description
2.2.3	Amenity Access Policy Update	<p>The Amenity Access policy is updated to improve the member experience through a robust board and member engagement process culminating in the rule-making notification process and adoption of the updated policy.</p> <p>A transition plan for implementing the updated policy is developed in the first half of 2024 and will include an education plan, budget impacts and an identified period for sunseting the current policy.</p>
Measurement + Metrics	<p>Adoption of updated Amenity Access Policy</p> <p>Transition plan objectives and milestones</p>	<p>KPIs</p> <ul style="list-style-type: none"><li>• Communication open and click-through rates</li></ul>

# 2024 ANNUAL STRATEGIC OBJECTIVES DRAFT

## MEMBER VALUE + STRENGTHENING COMMUNITY

Strategic Plan Initiative + Goal	Objective	Description
6.6.1 & 6.6.2	Member Relations + Engagement	Increase member value, trust and awareness by completing an analysis of feedback from the 2023 Member Survey (to be completed in Q4 2023) to understand the members better, identify areas of improvement and opportunities to increase value and member satisfaction, and adapt and evolve programs and services. Build and implement the member value programming plan for 2024.
Measurement + Metrics	Plan objectives for engagement and value for 2024 in partnership with a variety of amenities and F+B outlets	KPIs <ul style="list-style-type: none"> <li>• HappyOrNot + Zendesk Customer Satisfaction Scores</li> <li>• Member Utilization, where trackable</li> <li>• \$/%/# of member discounts and special opportunities</li> <li>• Communication open and click-through rates</li> <li>• % of survey respondents</li> </ul>

# 2024 ANNUAL STRATEGIC OBJECTIVES DRAFT

## MEMBER VALUE + STRENGTHENING COMMUNITY

Strategic Plan Initiative + Goal	Objective	Description
1.1; 1.2; 4.1; 4.2; & 4.6	Stewardship	The Land Management team expands and enhances community involvement, education, and partnerships to increase the level of public trust and keep the community safe.
Measurement + Metrics	A membership land management education series and other engagement events objectives: increase awareness of fire safety, and understanding of the commitment and actions Tahoe Donner takes to steward its lands	KPIs <ul style="list-style-type: none"> <li>• % of members attending who report likely to attend another event</li> <li>• % of member satisfaction</li> <li>• % of members likely to refer others to the events</li> <li>• Growth rate of attendance</li> </ul>



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## MEMBER VALUE + STRENGTHENING COMMUNITY

Strategic Plan Initiative + Goal	Objective	Description
1.1; 1.2	Fire Defensibility	Homeowners and the Association minimize and mitigate the potential for wildfire through compliance with Tahoe Donner’s defensible space program.
Measurement + Metrics	KPIs <ul style="list-style-type: none"> <li>• % of private property compliance in the defensible space program</li> <li>• # of acres of common area treated for defensible space</li> <li>• # of strategic acres (TDA-owned and adjacent property) for vegetation management</li> </ul>	<ul style="list-style-type: none"> <li>• # of acres of TDA high-hazard areas identified in the Truckee Fire Protection District CWPP</li> <li>• Tons of green waste are removed from TDA annually</li> <li>• # of dead trees removed from TD-owned property annually</li> </ul>

# 2024 ANNUAL STRATEGIC OBJECTIVES DRAFT

## PLANNING, DEVELOPMENT + INFRASTRUCTURE

Strategic Plan Initiative + Goal	Objective	Description
3.1; 3.3; 5.1	Capital Policies Update	Update the existing capital fund policies to align with the TDA Strategic Plan goals and objectives related to association facilities and infrastructure, including a long-term funding strategy and financial plan for capital improvement and reinvestment, and building replacement.
Measurement + Metrics	Capital policy established Capital Funding Schedules updated Updated inventory of TDA's existing buildings including a replacement schedule and project costs	

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## PLANNING, DEVELOPMENT + INFRASTRUCTURE

Strategic Plan Initiative + Goal	Objective	Description
5.2	Downhill Ski Lodge Replacement	The planned and approved Downhill Ski Lodge replacement project continues with board decision-making along the project path. The project is completed on time and on budget once construction begins.
Measurement + Metrics	Project milestones and critical success factors Project Net Benefits – contribution to TDA revenue, cost savings, increased output % and \$ of project cost efficiencies	

# 2024 ANNUAL STRATEGIC OBJECTIVES DRAFT

## ORGANIZATIONAL DEVELOPMENT

Strategic Plan Initiative + Goal	Objective	Description
3.2 & 3.3	Organizational and People Development	<p>A plan is developed and implemented that identifies and evaluates the mechanisms, tools, and internal processes needed for greater organizational effectiveness.</p> <p>Updated and enhanced organizational performance metrics - quantitative and qualitative - will be implemented for measuring success.</p> <p>Employee talent and core competencies are grown to meet the current and future needs of Tahoe Donner through organizational development, training, and succession planning.</p>
Measurement + Metrics	<p>Revised and enhanced organizational planning process milestones</p> <p>Standards of Excellence established</p> <p>KPIs</p> <ul style="list-style-type: none"> <li>ROI for acquisition and/or replacement of technology or software</li> </ul>	<ul style="list-style-type: none"> <li>VBOP model for labor efficiency</li> <li>% of employee satisfaction</li> <li>% of line and support staff taking part in employee development training + total number of hours in training</li> <li>% of leaders taking part in management and leadership development</li> <li>% of employees using technology platforms</li> </ul>

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## ORGANIZATIONAL DEVELOPMENT

Strategic Plan Initiative + Goal	Objective	Description
3.3	Strategic Interagency Relationships	Tahoe Donner maintains effective interagency partnerships with public and private agencies including but not limited to the Town of Truckee, Truckee Fire Protection District, Truckee Public Utility District, United States Forest Service, Truckee River Watershed Council, Truckee Donner Land Trust, etc., through networking, coordination, cooperation, and collaboration to maintain consistent services, prioritize projects and initiatives, and identify opportunities for grants and other funding benefitting the community.
Measurement + Metrics	Through assessment tools: <ul style="list-style-type: none"> <li>• Depth of involvement with each agency</li> <li>• Quality of interaction</li> </ul> Project/initiative objectives Annual outside funding	



**THANK YOU**