

November 09, 2023

WORKING DRAFT - 2024 ANNUAL STRATEGIC OBJECTIVES

The Tahoe Donner Board of Directors adopted a new 5-year Strategic Plan in 2021. The plan outlines six key initiatives from which goals and objectives are identified. This document details the 2024 Annual Strategic Objectives that are intended to address the initiatives and goals. It can be complemented by the staff's internal plans and the committees' annual task lists, which enumerate all the tasks that committees are committed to undertake in 2024 and identified tasks in the committee charters or administrative policy. As such, the Annual Strategic Objectives do not repeat or include those goals, projects, or tasks. Rather, the objectives are intended to help TDA successfully manage the organizational change required by the Strategic Plan, and measure the success of each objective, thereby achieving its Vision of Success.



This Work Plan is:

- Based on information and feedback gathered through work sessions with staff and the Board of Directors discussion
- Focused on objectives for 2024 and likely into 2025
- Accepted by the staff
- Recommended to the Board of Directors
- Approved by the Board of Directors (TBD)

The document is designed to be a “living document” that is continuously updated as progress is made. The most current version of the plan at any given time will be found at www.tahoedonner.com/strategic-plan.

The 2024 Annual Strategic Objectives focus areas are:

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

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Objective Focus Area	Strategic Plan Initiative + Goal	Objective	Description	Measurements + Metrics
A. Amenity Access Improvement	2.3	1. 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 sunsetting the current policy.</p>	<p>Adoption of updated Amenity Access Policy</p> <p>Transition plan objectives and milestones</p> <p>Communication open and click-through rates</p>
B. Member Value + Strengthening Community	6.1 & 6.2	1. Member Relations + Engagement	<p>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.</p>	<p>Plan objectives for engagement and value for 2024 in partnership with a variety of amenities and F+B outlets</p> <p>KPIs</p> <ul style="list-style-type: none"> • HappyOrNot + Zendesk Customer Satisfaction Scores • Member Utilization, where trackable • \$/%/# of member discounts and special opportunities • Communication open and click-through rates • % of survey respondents

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B. Member Value + Strengthening Community	1.1; 1.2; 4.1; 4.2; & 4.6	2. 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.	<p>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</p> <p>KPIs</p> <ul style="list-style-type: none"> • % of members attending who report likely to attend another event • % of member satisfaction • % of members likely to refer others to the events • Growth rate of attendance
	1.1; 1.2	3. Fire Defensibility + Forest Health	Homeowners and the Association minimize and mitigate the potential for wildfire through compliance with Tahoe Donner’s defensible space program and enhanced forest management.	<p>KPIs</p> <ul style="list-style-type: none"> • % of private property compliance in the defensible space program • # of acres of Common Area treated for defensible space • # of strategic acres (TDA-owned and adjacent property) for vegetation management • # of acres of TDA high-hazard areas identified in the Truckee Fire Protection District CWPP • Tons of green waste are removed from TDA annually • # of dead trees removed from TD-owned property annually

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C. Planning, Development + Infrastructure	3.1; 3.3; 5.1	1. Capital Policies Update	Update the existing capital fund policies ahead of the annual budget process 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.	Capital policies updated Capital Funding Schedules updated Updated inventory of TDA’s existing buildings including a replacement schedule and project costs
	5.2	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.	Project milestones and critical success factors KPIs <ul style="list-style-type: none"> • Project Net Benefits – contribution to TDA revenue, cost savings, increased output • % and \$ of project cost efficiencies

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D. Organizational Development	3.2 & 3.3	1. Organizational and People Development	<p>Ensure 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 - qualitative and quantitative - 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>	<p>Revised and enhanced organizational planning process milestones</p> <p>Standards of Excellence established</p> <p>DOMO software facilitated organizational performance dashboard: safety, customers, internal processes, financial performance, workforce efficiency, and employee engagement</p> <p>KPIs</p> <ul style="list-style-type: none"> • ROI for acquisition and/or replacement of technology or software • VBOP model for labor efficiency • % of Employee Satisfaction • % of Line and Support staff taking part in employee development training + total number of hours in training • % of Leaders taking part in management and leadership development • % of Employees using technology platforms

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D. Organizational Development	3.3	2. 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.	Through assessment tools: <ul style="list-style-type: none"> • Depth of involvement with each agency assessment • Quality of interaction assessment Project/initiative objectives Annual outside funding

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