

2024 ANNUAL STRATEGIC OBJECTIVES Q1 + Q2 REPORTING

Objective Focus Area	Strategic Plan Initiative + Goal	Objective	Description	Measurements + Metrics	Measurements + Metrics Q1 + Q2 Reporting	Looking Ahead Measurements + Metrics Q3 +Q4	Status
A. Amenity Access Improvement	2.3	1. Amenity Access Policy Update	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. 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.	Adoption of updated Amenity Access Policy Transition plan objectives and milestones Communication open and click-through rates	Draft policy at 90% Draft policy includes Transition Plan objectives and milestones Communication open and click-through rates Amenity Access Emails -April Meeting email: open rate 61.3% (6,591), 1.7% clicks (179) -Feb Meeting email: open rate 64.5% (6,990), 1.8% clicks (197) -Jan Meeting email: open rate 63.4% (6,732), 2.3% clicks (239) -Dec Meeting email: open rate 64.5% (6,847), 1.5% clicks (164)	Complete Phase 4 & 5 including 45-day notice and board consideration to approve rule change Transition milestones: systems development and communication plan implementation	In Progress and On Target for Completion in 2024
B. Member Value + Strengthening Community	6.1 & 6.2	1. 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.	Plan objectives for engagement and value for 2024 in partnership with a variety of amenities and F+B outlets KPIs -HappyOrNot + Zendesk Customer Satisfaction Scores -Member Utilization, where trackable -\$/%/# of member discounts and special opportunities -Communication open and click-through rates -% of survey respondents	Completed and presented to the Board at the April 26, 2024, board meeting. 2024 plans included returning or creating many new initiatives, including adding member value callouts in the Summer Fun Guide, Weekly Activity Guide and website, returning Wilbit, movie nights and extended F+B hours on Friday and Saturday at the pool. Ongoing efficiencies and long-term solutions are being implemented and developed. KPIs -Zendesk Q1+2 2023 increased from 96.4% satisfaction to 97.8% in the same period for 2024 (86% is Zendesk average satisfaction). - HappyorNot: Q1+2 scores are flat in F+B from year over year, 1 point increase for amenities -BOGO (Lodge and Pizza) increased from 332 to 474 total uses from Fall to Spring -Member Email Communication: 420,363 total sends (42 member-specific emails in 6 months), 63% open rate, 2.3% clicks .06% unsubscribe rate (very strong stats) -Surveys: 35 responses to Forestry post-event survey, Summer Concert post-event survey 297 responses (after 4 days) and a Net Promotor score of 71 (great!)	Reporting on KPIs	In Progress and On Target for Completion in 2024
	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.	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 -% 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	Summer plan implementation is in progress. Euer tours are fully booked, and forestry tours are similar to 2023 participation. Canceled July volunteer day due to excessive heat. KPIs -% of members attending who report likely to attend another event combined survey results 92-100% -% of member satisfaction - Combined survey results 88-100% -% of members likely to refer others to the events - combined survey results 75-87% -Growth rate of attendance - New educational events had strong participation. Forestry project tours had similar attendance to 2023, trail volunteer days had a decrease in participation, likely due to heat.	Reporting on KPIs	In Progress and On Target for Completion in 2024
	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.	KPIs -% 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	KPIs -% of private property compliance in the defensible space program - all 969 properties inspected for 2024 6 yr Defensible space cycle early July, on track. 23% compliant as of July, on track. 149 real estate inspections, 66 compliant. Other out-of-cycle requested inspections 66, 16 compliant. total 2024 inspections of 1,131 properties, 385 in-person meetings with homeowners, 37% of all properties -# of acres of Common Area treated for defensible space - 30 acres common area full fuel reduction as of July + priority hazard, dead tree removal across the common area, amenities. Other Association-owned parcels have 50 acres of treatment as of July. -# of strategic acres (TDA-owned and adjacent property) for vegetation management - 0 as of July, USFS Alder project has been awarded, planned for late 2024, 2025-7 implementation. currently laying out grant 2024 grant funded projects on southwest parcels, late 2024,2025 implementation -# of acres of TDA high-hazard areas identified in the Truckee Fire Protection District CWPP, in the project layout phase	Reporting on KPIs	In Progress and On Target for Completion in 2024

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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	Working group work sessions and strawman model completed Capital Funding Schedules updates - 2025 budget process (Q3) Updated inventory of TDA's existing buildings replacement schedule and estimated costs completed	Draft policies updates reviewed and approved by the Board Capital Funding Schedules updated and approved during 2025 Budget Process Further refinement of TDA building replacement schedule during the 2025 Budget Process	In Progress and On Target for Completion in 2024
	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 •Project Net Benefits – contribution to TDA revenue, cost savings, increased output •% and \$ of project cost efficiencies	2024 Milestones Q1 and Q2 • Construction Services Agreement & Project Budget Approval complete • Demolition - complete • Earthwork - complete	2024 Milestones Q3 and Q4 • Foundation • Structure • Initial Roofwork	In Progress and On Target for Completion in 2024
D. Organizational Development	3.2 & 3.3	1. Organizational and People Development	Ensure a plan is developed and implemented that identifies and evaluates the mechanisms, tools, and internal processes needed for greater organizational effectiveness. Updated and enhanced organizational performance metrics - qualitative and quantitative - will be implemented for measuring success. Employee talent and core competencies are grown to meet the current and future needs of Tahoe Donner through organizational development, training, and succession planning.	Revised and enhanced organizational planning process milestones Standards of Excellence established DOMO software facilitated organizational performance dashboard: safety, customers, internal processes, financial performance, workforce efficiency, and employee engagement KPIs •ROI for acquisition and/or replacement of technology or software •Variable Business Operating Plan (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	Initiated plan detailing revised and enhanced organizational planning process and milestones including, 12-month departmental calendar development, revised budget process and timeline, and committee involvement Initiated Standards of Excellence initial discussion through employee satisfaction surveys, management team discussions DOMO software facilitated organizational performance dashboard and other reporting efficiencies: • New reporting built for F&B analytics, Recreation Fee and Annual Assessment Pace Reports • Elections - The Domo integration has saved staff at least 20 hours of effort that used to be done by Comdep manually for election related processing. •Misc. - Domo has also been amazing with the flash report distribution and how we pull TD News mailing list monthly. This also saves about 2 hours each month and give us a much better sense of confidence in the list. KPIs •75% of line/support staff take part in department orientation/training. Summer seasonal count X/approximately X hours of training •75% of Leaders took part in management and leadership development in Q1&2; (2) supervisors/managers participated in the North Lake Tahoe Truckee Leadership program, and 3-4 supervisors completed coursework/seminars or certificate programs •88% of Employees using technology platforms	Reporting on KPIs	In Progress and On Target for Completion in 2024
	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: •Depth of involvement with each agency assessment •Quality of interaction assessment Project/initiative objectives Annual outside funding	Initiatives Milestones: • Emergency Preparedness: grant projects scope and mapping, grant submissions; requests for Town of Truckee TSSA-1 funds for the Town's fiscal year 2024/2025 and Town Council approval; participation in regional emergency management tabletop exercises; completed TDA emergency preparedness summer communication plan • Recreational enhancement and land resiliency and restoration Outside Funding Secured • Tahoe Truckee Community Foundation - Truckee North Tahoe Forest Program Grant Award \$82,969.39 for a fuels modification project • CalFire Multi-Year 2024-2026 Grant totalling \$586,850 for a fuels modification and reforestation project • Town of Truckee TSSA-1 Funds \$765,920 benefitting Tahoe Donner New Class 1 Trail Evaluation, Planning, and Design Yr1 \$240,000 Emergency Evacuation Feasibility Study project \$250,000 Emergency Evacuation Planning project \$25,920 Roadside Vegetation Management \$250,000	Partnership assessment tool completed Project/initiative objectives Annual outside funding update	In Progress