

WORKING DRAFT - 2025 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 2025 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 2025 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 envisioned 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 2025 and likely into 2026
- 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” 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 2025 Annual Strategic Objectives focus areas are:

- A. Amenity Access Improvement
- B. Member Value + Strengthening Community
- C. Land Management Planning + Stewardship
- D. Organizational + People Development

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Objective Focus Area	Strategic Plan Initiative + Goal	Objective	Description	Measurements + Metrics
A. Amenity Access Improvement	2.2 & 2.3	1. Amenity Access Rule Change	<p>As a continuation of a three-year process, the Amenity Access rule change 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 rule change.</p> <p>A Multi-Year Amenity Access Implementation Plan for enacting the updated policy will be adopted in parallel with an Amenity Access Rule Change. A comprehensive communication campaign and ongoing member education plan are established, implemented, and monitored for effectiveness.</p>	<p>Adoption of updated Amenity Access Rule</p> <p>Approved Multi-Year Amenity Access Implementation Plan objectives and milestones</p> <p>Software enhancement for Amenity Access card and personal changes rollout objectives and milestones</p> <p>KPIs</p> <ul style="list-style-type: none"> • Communication open and click-through rates • Utilization data analysis • 2025 Member Survey – questions on Amenities

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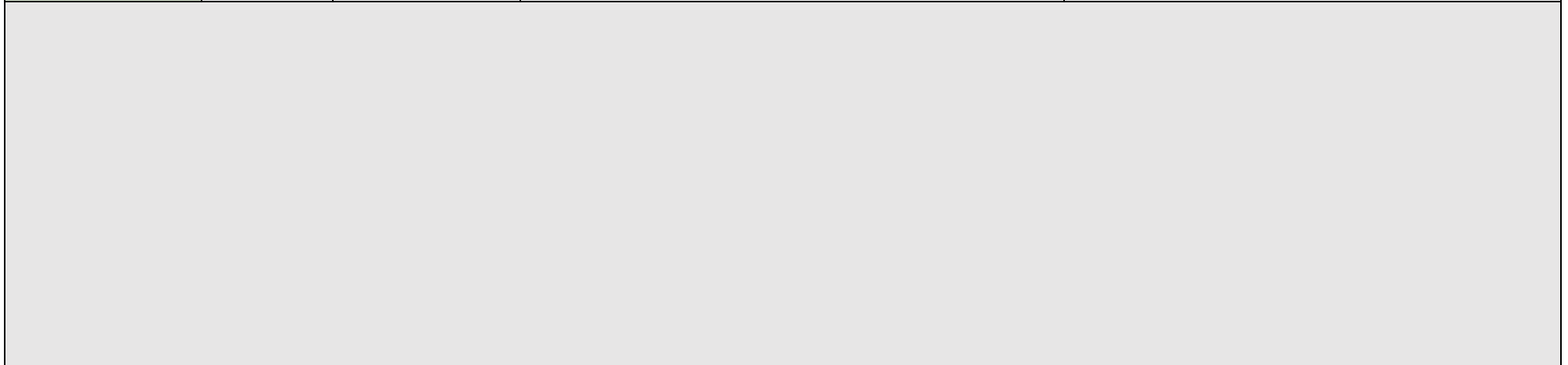
Objective Focus Area	Strategic Plan Initiative + Goal	Objective	Description	Measurements + Metrics
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<p>B. Member Value + Strengthening Community</p>	<p>6.1 & 6.2</p>	<p>1. Member Relations + Engagement</p>	<p>Execute identified areas of improvement and opportunities to increase value, trust, awareness, and member satisfaction and adapt and evolve programs and services following analysis of feedback from the 2023 Member Survey.</p> <p>The 2025 Member and the Communication Preferences Surveys are conducted to analyze member sentiment, utilization, satisfaction, needs, priorities, and barriers to access and participation.</p> <p>Continue strengthening member community building through member events such as quarterly Member Happy Hour, Stewardship and Community Volunteer events, and annual events.</p>	<p>Plan objectives for engagement and value for 2025 in partnership with a variety of amenities and F+B outlets</p> <p>2025 Member and the Communication Preferences Surveys launched and analyzed for developing action plans.</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 • Survey results
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D. Land Management Planning & Stewardship	1.1,1.2, 2.1,3.2, 4.1, 4.2, 5.2, 5.3	1. Land Management Plan Update	The Land Management Plan (LMP) update process will begin in 2025 through a robust board and member engagement process culminating with an adopted revised LMP in 2026. The LMP update will evolve from the 2016 LMP to address the growing and changing use, environmental impacts, and regulatory agencies on developed and undeveloped portions of Association-owned land, and private parcels of the subdivision.	Land Management Plan (LMP) update process objectives and milestones KPIs <ul style="list-style-type: none"> • Member engagement event metrics • Communication open and click-through rates • % of survey respondents • Survey(s) results
	1.1, 1.2, 3.2, 4.1, 4.2, 5.3	2. Fire Safety and Forest Health Rules Update	Association rules regulating fire safety and forest health are updated to adhere to established best practices, and changes in local, State, and Federal regulations, through a member engagement process culminating in the rule-making notification process and adoption of the rule change.	Adoption of proposed Fire Safety and Forest Health rules changes.



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D. Organizational Development	3.1, 3.2 & 3.3	1. Organizational and People Development	<p>Operating Plans and new operational strategies are developed to improve cost-effectiveness, optimize utilization, and achieve a high level of user satisfaction with amenities and services.</p> <p>Ensure standard operating procedures (SOPs) are clarified, refined, rolled out, and reinforced.</p> <p>Continue to update and enhance organizational performance metrics - qualitative and quantitative - for measuring success and operational adjustments. New employee talent and core competencies are grown, and existing competencies strengthened, 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>Revised and enhanced SOP results measured with employee surveys and operational audits</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 • Variable Business Operating 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
	3.3, 5.3	2. Good Governance	<p>Association policy resolutions are reviewed and updated to comply with the Davis-Stirling Act, and other laws and regulations through a multi-year process to best meet the needs of the Association and the Board.</p>	<p>Multi-Year Policy Resolution Schedule: Proposed 2025 policies reviewed and updated as needed</p>

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