



TAHOE DONNER™

FIVE-YEAR  
**STRATEGIC PLAN**

2021-2026

**REPORT CARD**

The Tahoe Donner Board of Directors adopted a new 5-year Strategic Plan on January 22, 2021. The plan outlines six key initiatives from which goals and objectives are identified. Actions are developed and formulated in the Annual Strategic Objectives to address the initiatives and goals. The Annual Strategic Objectives are complemented by the staff's internal plans and the committee's annual task lists. These plans are intended to help TDA successfully manage the organizational change required by the Strategic Plan, thereby achieving its Vision of Success.

The Strategic Plan Report Card outlines progress on the initiatives, goals, and objectives of Tahoe Donner Association's five-year Strategic Plan, supporting the Association's mission and vision.

This report card reports for the period of 2021 through year-to-date 2024. 2025 planning is taking place during the 2025 Budget Process, with 2025 Annual Strategic Objectives being developed, along with staff internal plans, and the future drafting of committee task lists later this fall.

The status of actions can be described as,

Done	The Association achieved the action and in many cases, made this action a regular course of business.
In Progress	The Association is making progress on the action.
Delayed	The action is delayed.
On Hold	The action is on hold.

**Strategic Initiative 1** **SAFE COMMUNITY: Tahoe Donner is a safe community and is prepared to prevent and respond to emergencies through partnerships with local public safety agencies, risk-management practices, and public education.**

**Goal 1.1** Homeowners are educated and adhere to good practices in fire prevention and public safety.

**Objectives**

- a Homeowners and employees are educated about fire prevention, emergency preparedness and response and evacuation routes
- b Homeowners and the Association minimize and mitigate the potential for wildfire through compliance with Tahoe Donner’s defensible space program.
- c Homeowners are educated about fire and public safety regulations and practices affecting Tahoe Donner through newsletters and outreach efforts in partnership with local public safety agencies.

Status	2021 -2024 Actions
Done	Homeowners and the Association minimize and mitigate the potential for wildfire through compliance with Tahoe Donner’s defensible space program and enhanced forest management.
Done	Ensure all TDA staff are trained in real-time to meet all Injury and Illness Prevention Programs (IIPP) requirements and ensure all best practice are followed related to employee and guest safety.
Done	Acquire and implement new learning/training management system that is customizable, scalable and provides efficient and effective training to all levels of the workforce, focused on safety first.
Done	Improve cross-training and training efficiencies with elimination of redundant systems and improve quality of training materials.
Done	Management system to offer user-friendly portals for staff training based on department and job tasks.
Done	Training reporting system will be used by managers and risk management staff to ensure compliance with TDA’s Safety Program and Cal/OSHA and other local, State and Federal requirements.
Done	Continue to train with safety agencies and produce stories and campaigns to educate members on safety issues.
In Progress	Enhance TDA fire resiliency by ensuring appropriate evacuation routes are in place, which includes making progress on a third access road, managing proactive land management communication with the membership, working with USFS as they initiate the Alder Creek Wildland Urban Interface Project along the northern border of TDA and ensuring the chipping program runs efficiently.
Done	The Land Management team expands and enhances community involvement, education, and partnerships to increase the level of public trust and keep the community safe.

**Strategic Initiative 1** **SAFE COMMUNITY: Tahoe Donner is a safe community and is prepared to prevent and respond to emergencies through partnerships with local public safety agencies, risk-management practices, and public education.**

**Goal 1.2** Fire prevention, public safety, emergency preparedness and interagency services are promoted and achieved within the community.

**Objectives**

- Satisfactory levels of public health and safety, emergency response, fire hazard reduction and crime prevention are achieved through a communication and advocacy with the Truckee Police Department, Truckee Fire Protection District, Nevada County Sheriff’s Office and other agencies responsible for public safety.
- b Alert and warning measures are identified, improved and implemented in partnership with local public safety and land use agencies.
- c Safe and operable conditions of Tahoe Donner’s infrastructure, facilities and trails are ensured through development, maintenance, operational practice and inspection.
- d Tahoe Donner staff are trained on accident prevention, emergency action plans and activities and are supervised and operated in a manner consistent with best practices in safety and risk management.
- e Collaborate with safety agencies to better promote regional safety initiatives and cross train staff with incident command trainings, exercises and more.

Status	2021 -2024 Actions
Done	Homeowners and the Association minimize and mitigate the potential for wildfire through compliance with Tahoe Donner’s defensible space program and enhanced forest management.
Done	Continue to train with safety agencies and produce stories and campaigns to educate members on safety issues.
Done	Ensure all TDA infrastructure is maintained and inspected on a regular basis to ensure they are safe and up to code
Done	Ensure all TDA staff are trained in real-time to meet all Injury and Illness Prevention Programs (IIPP) requirements and ensure all best practice are followed related to employee and guest safety.
Done	Continue to train with safety agencies and produce stories and campaigns to educate members on safety issues.
In Progress	3rd Access road is further pursued and continue to work with the Town as they embark on the engineering and design process and work to strengthen fire mitigation and contingency protocols in event of a fire.
In Progress	Enhance TDA fire resiliency by ensuring appropriate evacuation routes are in place, which includes making progress on a third access road, managing proactive land management communication with the membership, working with USFS as they initiate the Alder Creek Wildland Urban Interface Project along the northern border of TDA and ensuring the chipping program runs efficiently.
Done	Have quarterly or bi-annual meeting with the Town of Truckee staff to advocate for, and partner on, emergency access/egress and notification, roadway safety, and other projects benefitting the community.
Done	The Land Management team expands and enhances community involvement, education, and partnerships to increase the level of public trust and keep the community safe.

**STRATEGIC INITIATIVE 2 RECREATION OPPORTUNITIES: Homeowners and guests 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.**

**Goal 2.1** Open space and trail recreation areas are provided that meet the needs of members.

**Objectives**

- a Opportunities for self-directed recreation are provided through an extensive system of well-maintained trails, bike paths, natural areas and accessible open space.
- b Tahoe Donner’s trails and open space system has been expanded and enhanced through a Trails and Open Space Master Plan.
- c Signage and facilities to educate users about wayfinding, safety and trail cleanliness are provided.

Status	2021 -2024 Actions
Done	Development and implement an Open Space and Trails Plan.
Done	Release RFP for Open Space and Trails Master Plan that includes Trails Master Plan
Done	Complete final draft of the Trails and Open Space Master Plan.
In Progress	Develop an association-wide Trails Management Plan tiered off the Trails and Open Space Master Plan.
Done	Create and install new and replacement wayfinding, etiquette and interpretive signage.

**STRATEGIC INITIATIVE 2 RECREATION OPPORTUNITIES: Homeowners and guests 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.**

**Goal 2.2** High-quality recreation amenities and programs are well-maintained, operated, and utilized

**Objectives**

- a Tahoe Donner develops, maintains and operates a wide variety of amenities that operate both year-round and seasonally to serve homeowners, guests and visitors.
- b Amenity utilization, cost recovery and user satisfaction of amenities and facilities are optimized through scheduling, staffing and amenity access and fee policies.
- c A variety of recreation programs are planned and implemented with effective pricing and marketing strategies that drive participant value, attendance and cost recovery.
- d Overcrowding at amenities is addressed and mitigated through a combination of scheduling, reservation systems, pricing and amenity access policies.

Status	2021 -2024 Actions
In Progress	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.
Done	Multi-phased approach to developing the proposed Amenity Access Rule Change (a.k.a. Amenity Access Policy)
In Progress	Proposed Amenity Access Rule Change sent out for 45-Day Notice. Special Board Meeting scheduled October 10 in the evening.
Done	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.
Done	Proposed Amenity Access Multi-Year Implementation drafted and published with the proposed Amenity Access Rule Change 45-Day Notice.

**STRATEGIC INITIATIVE 2 RECREATION OPPORTUNITIES: Homeowners and guests 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.**

**Goal 2.3** Access and pricing policies are developed for amenities and programs

**Objectives**

a A cost-of-service and fee study is conducted and analyzed to determine the cost of operation and cost-effectiveness of each program and amenity operated.

b Amenity access and pricing policies are developed and implemented to ensure equitable, appropriate and cost-effective utilization of Tahoe Donner amenities and programs through the combination of user fees and operational subsidies from annual homeowner assessment.

Status	2021 -2024 Actions
Done	Gain a better understanding of member usage and desires, as well as true cost of Tahoe Donner services to inform a potential Amenity Access Policy revision
Done	Final cost of services study completed. Recommendation for cost recovery targets by amenity with an associated fee policy to achieve cost recovery targets.
Done	Include an amenity access section in the 2021 Member Survey.
Done	Supply Rec Fee options that address an ala cart approach to amenity access for the 2022 budget process.
Done	Review usage data by household and conduct an amenity access survey to understand members needs to inform future policy development.
Done	Amenity Access survey completed.
Done	Present draft Amenity Access Policy to Board in Q1 in 2023 for consideration. Once the Board approves changes, the policy will go out to the membership for a 45-day notice period. This item is continued from 2022.
In Progress	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.
In Progress	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.

**STRATEGIC INITIATIVE 3**

**HIGH PERFORMING & 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 protects homeowner’s investment and provides members a good value from Association owned assets, annual assessments, and user fees.

**Goal 3.1** Exercise fiscal responsibility and transparency

**Objectives**

- a A balanced budget that adequately funds Association programs, services, amenities and facility operations at appropriate and acceptable levels to the homeowners is developed, adopted and maintained through a prudent combination of user fees and annual homeowner assessments.
- b Adequate reserves are maintained to ensure the long-term fiscal health of the Association and address emergencies and economic fluctuations that affect the budget.
- c Transparency in the annual budget process and with important decisions affecting homeowners and the operation of Tahoe Donner is ensured through timely communication and homeowner engagement.
- d A long-term financial plan for the Association is developed that forecasts future ongoing operational and capital expenses with projected revenues from Annual Assessments and user fees as well as anticipating growth and impacts from new residential development.
- e Business plans and new operational strategies are developed as warranted to improve cost-effectiveness, optimize utilization and achieve a high level of user satisfaction with amenities and services.
- f Employee talent and core competencies are grown to meet the current and future needs of Tahoe Donner through organizational development, training and succession planning.

Status	2021 -2024 Actions
Done	The 2021, 2022, 2023, and 2024 Annual Budgets were reviewed and approved.
Done	A robust communication plan is implemented annually to communicate important elements, dates, and decision making for the Annual Budget.
Done	Fully maximize the capabilities of eUnify ensuring Finance/Accounting is working as efficiently as possible and utilizing the software to its full potential, including reporting and serving the membership. Look for other software options to integrate with eUnify such as a PO system and Fixed Asset software .
In Progress	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



**STRATEGIC INITIATIVE 3**

**HIGH PERFORMING & 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 protects homeowner’s investment and provides members a good value from Association owned assets, annual assessments, and user fees.

**Goal 3.2** Cultivate an effective and dynamic workforce.

**Objectives**

A capable and diverse workforce to manage, maintain and operate Tahoe Donner is attracted, developed and retained.

a communication and advocacy with the Truckee Police Department, Truckee Fire Protection District, Nevada County Sheriff’s Office and other agencies responsible for public safety.

b The Association’s organizational structure and staffing plan is assessed and evaluated relative to capability, efficiency and effectiveness.

Status	2021 -2024 Actions
Done	Update TDA’s organization structure and staffing plan to ensure the said plan scales with the current operation.
Done	Update organizational structure including job descriptions.
Done	Complete a workforce housing feasibility study/master plan and work with regional partners.
In Progress	Develop Workforce Housing Study Implementation Plan based on recommendations from the Workforce Housing Study adopted in May 2024.
In Progress	Ensure a plan is developed and implemented that identifies and evaluates the mechanisms, tools, and internal processes needed for greater organizational effectiveness.
In Progress	Updated and enhanced organizational performance metrics - qualitative and quantitative - will be implemented for measuring success.
In Progress	Employee talent and core competencies are grown to meet the current and future needs of Tahoe Donner through organizational development, training, and succession planning.

**STRATEGIC INITIATIVE 3**

**HIGH PERFORMING & 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 protects homeowner’s investment and provides members a good value from Association owned assets, annual assessments, and user fees.

**Goal 3.3** Adhere to good governance and management principles and practices.

**Objectives**

- a The Association’s annual budget is aligned with the adopted Strategic Plan and with annual work program goals and action plans as necessary and appropriate.
- b Board and Committee development and governance effectiveness is evaluated and improved by providing education and training opportunities.
- c Committee charters are updated as appropriate to best meet the ongoing needs of the Association and the Board.
- d Board and staff will monitor and influence legislation and regulations that affect Tahoe Donner and advocate for the interests of the Association at the local, State or Federal level as warranted.
- e Association governing documents are updated to comply with the Davis-Stirling Act and other laws and regulations.
- f Tahoe Donner maintains effective interagency relationships with the Truckee Donner Public Utility District, Town of Truckee, Truckee Donner Land Trust, Regional Water Quality Control Board, US Forest Service, California Department of Fish and Wildlife, Mountain Housing Council and neighboring landowners to maintain consistent services for the community.
- g Update Association governing documents as needed to comply with Federal and State laws and to adhere to established best practices in homeowner association management.

Status	2021 -2024 Actions
Done	Revise GPC and Finance Committee Charters to ensure they meet TDA’s current needs and objectives. Fill open/extended term positions based on new charter.
Done	Annual review of Strategic Plan, work program goals and action plans occurs during the budget development process.
In Progress	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.
In Progress	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. This is evaluated through an assessment tool, project initiatives/objectives and annual outside funding.

**STRATEGIC INITIATIVE 3**

**HIGH PERFORMING & 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 protects homeowner’s investment and provides members a good value from Association owned assets, annual assessments, and user fees.

**Goal 3.4** Utilize technology to enhance effectiveness and efficiency.

**Objectives**

- a Technology tools and system software are expanded, enhanced and implemented to support the user experience with Tahoe Donner’s services and amenities and improve efficiency and effectiveness.
- b Data is utilized and leveraged to better understand homeowner and guest interactions with Tahoe Donner and to guide decisions, improve results and enhance service delivery.

Status	2021 -2024 Actions
Done	Investigate and consider membership portal platform. Decision to move to eUnify.
Done	Once software is confirmed, implement a roll-out process, complete the implementation and member education plan.
Done	Develop a refined a financial and business performance reporting system utilizing DOMO in order to improve our capital allocation, member service and pricing decision making.
Done	Fully maximize the capabilities of eUnify ensuring Finance/Accounting is working as efficiently as possible and utilizing the software to its full potential, including reporting and serving the membership. Look for other software options to integrate with eUnify such as a PO system and Fixed Asset software .
Done	Update and enhance organizational performance metrics. DOMO software facilitated organizational performance dashboard: safety, customers, internal processes, financial performance, workforce efficiency, and employee engagement.

**STRATEGIC INITIATIVE 4 ENVIRONMENTAL STEWARDSHIP: Tahoe Donner practices responsible stewardship and sustainable lands management of its 7,000+ acres of developed property, open space, and natural resources.**

**Goal 4.1** Develop a comprehensive land use master plan and maintenance management plans.

**Objectives**

- a A 10-year master plan for land management is developed and implemented by integrating the developed and undeveloped portions of Association-owned lands.
- b Maintenance management plans for fire prevention and safety, forestry, trails, greenbelts, common areas and open space are developed and implemented.
- c Investments and improvements are made in support of trails, habitat restoration, natural resource preservation and mitigation of environmental hazards as well as to monitor compliance with permits and regulations.

Status	2021 -2024 Actions
Done	Development and implement an Open Space and Trails Plan.
Done	Release RFP for Open Space and Trails Master Plan.
In Progress	Develop an association-wide Trails Management Plan tiered off the Trails and Open Space Master Plan.
Done	The Land Management team expands and enhances community involvement, education, and partnerships to increase the level of public trust and keep the community safe.

**STRATEGIC INITIATIVE 4** ENVIRONMENTAL STEWARDSHIP: Tahoe Donner practices responsible stewardship and sustainable lands management of its 7,000+ acres of developed property, open space, and natural resources.

**Goal 4.2** Managing use and environmental impacts.

**Objectives**

- a The growing and changing use of Tahoe Donner’s open space is effectively managed by protecting those areas and providing members with a quality experience.
- b Tahoe Donner is prepared for and effectively adapts to the impacts of climate change and seasonal weather changes that can affect operations and the health of Tahoe Donner’s natural resources.
- c Sustainable initiatives to reduce the Association’s carbon footprint are identified and implemented.
- d Public understanding and appreciation of the need to preserve and protect Tahoe Donner’s natural resources is fostered, and public behavior is influenced towards responsible environmental stewardship through education, signage, use regulations and policies.

Status	2021 -2024 Actions
In Progress	Develop an association-wide Trails Management Plan tiered off the Trails and Open Space Master Plan.
Done	The Land Management team expands and enhances community involvement, education, and partnerships to increase the level of public trust and keep the community safe.

**STRATEGIC INITIATIVE 5**

PLANNING, DEVELOPMENT, AND INFRASTRUCTURE: Tahoe Donner plans, develops, and maintains Association-owned land, infrastructure and recreation amenities that meet homeowner expectations and the Association’s needs. Tahoe Donner ensures quality home building and upkeep through its covenants and architectural standards.

**Goal 5.1** Complete development of a long-term capital improvement and replacement plan with funding strategy.

**Objectives**

- a Homeowner and Association needs, desires, use and priorities for amenities are solicited and responded to in relation to capital improvement investment and reinvestment.
- b Comprehensive needs analyses, feasibility studies and conceptual plans to expand and/or enhance existing facilities, amenities and infrastructure are developed and analyzed to guide capital improvement decisions.
- c A facility and infrastructure assessment, rehabilitation and replacement plan with associated cost estimates and timeline for improvements is developed, prioritized and implemented.
- d A long-term funding strategy and financial plan for capital improvement investment and reinvestment is developed and implemented.

Status	2021 -2024 Actions
Done	Develop a 10-year Capital Improvement Plan (CIP) includes 1) preliminary budgets which is both fiscally responsible and attainable, and 2) a funding strategy
Done	Build upon a long-term Capital Improvement Plan (CIP) to ensure building replacement program is created to address long-term Development Fund needs and funding.
In Progress	Provide a building replacement policy to the Board that includes a funding mechanism that incorporates all existing buildings.
In Progress	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.

**STRATEGIC INITIATIVE 5**

PLANNING, DEVELOPMENT, AND INFRASTRUCTURE: Tahoe Donner plans, develops, and maintains Association-owned land, infrastructure and recreation amenities that meet homeowner expectations and the Association’s needs. Tahoe Donner ensures quality home building and upkeep through its covenants and architectural standards.

**Goal 5.2** Ensure responsible planning and development.

- a Approved capital improvement projects are planned and completed on time and on budget.
- b Planning and development within Tahoe Donner will address the preservation, health and sustainability of natural resources, forests, wetlands and wildlife and adhere to the California Environmental Quality Act (CEQA), environmental laws and other regulations.
- c The Association works and advocates for a third roadway access and egress from Tahoe Donner to enhance circulation, transportation and safety with the Town of Truckee and other responsible agencies.
- d Improved internet service, utilities and transportation are advocated for and influenced by the Association.
- e Best practices in sustainable design and construction are researched and implemented in relation to furthering energy conservation, mitigating environmental impacts and reducing the carbon footprint of ongoing operations.

Status	2021 -2024 Actions
Done	Develop a 10-year Capital Improvement Plan (CIP) with funding strategy.
Done	Ski Lodge replacement project to include the following: Pro-Forma/Business Plan for core programs by Q2 2021 Conceptual design plans for board discussion/approval by Q3 2021 Move into schematic design by Q4 2021
Done	Third Access – Director of Capital Projects and GM are Tahoe Donners owner rep for project working with Town making sure project has best interest of TD and meeting TD needs. Ensure project is included in the Town of Truckee’s FY2021/22 CIP Budget.
Done	Complete design, engineering and permitting for the replacement Downhill Ski Lodge. Prepare bid documents.
In Progress	3rd Access road is further pursued and continue to work with the Town as they embark on the engineering and design process and work to strengthen fire mitigation and contingency protocols in event of a fire.
In Progress	Provide a building replacement policy to the Board that includes a funding mechanism that incorporates all existing buildings.
Done	Downhill Ski Lodge: Demolish existing structures and begin construction of replacement ski lodge. Timing is dependent on the Town of Truckee’s approval process.
In Progress	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.

**STRATEGIC INITIATIVE 5**

PLANNING, DEVELOPMENT, AND INFRASTRUCTURE: Tahoe Donner plans, develops, and maintains Association-owned land, infrastructure and recreation amenities that meet homeowner expectations and the Association’s needs. Tahoe Donner ensures quality home building and upkeep through its covenants and architectural standards.

**Goal 5.3** Ensure compliance with covenants, restrictions and architectural standards.

- a Tahoe Donner’s covenants and architectural standards are maintained to ensure consistent home development that preserves the aesthetic quality and property values within Tahoe Donner.
- b Preserve the character of Tahoe Donner through education, owner services and enforcement of minimum standards that achieve compliance with Covenants and Restrictions (C&Rs).
- c Update Tahoe Donner’s C&Rs to align with the Davis-Stirling Act and other best practices.

Status	2021 -2024 Actions
Done	Annual implementation of community standards compliance and enforcement as reported in the Year-End Wrap Up Tahoe Donner News.
Delayed	Review/update enforcement and hearing procedures for community standards. Scope includes C&Rs, Bylaws, architectural standards, covenants rules for association-owned property and private properties.



**STRATEGIC INITIATIVE 6** CREATE AN INFORMED, ENGAGED, AND LIVABLE COMMUNITY: Homeowners are informed and engaged in creating a vibrant and livable community.

**Goal 6.1** Understand and respond to our homeowners & customers.

**Objectives**

- a Understand homeowners and help them feel connected to Tahoe Donner and its amenities, programs and services.
- b Gather new and existing data on homeowner and user demographics to better serve our core customers.
- c Member surveys and other real-time leading feedback indicators are conducted and analyzed to improve services and better understand member utilization, satisfaction, needs, priorities and barriers to access and participation.
- d Use innovative processes and mechanisms to foster dynamic programs and engaging services.
- e Development and operation of amenities, recreation programs and homeowner services are adapted and evolved in response to leisure and industry trends, changing demographics and member/Association needs and priorities.

Status	2021 -2024 Actions
Done	Review usage data by household and conduct an amenity access survey to understand members needs to inform future policy development.
Done	Fully maximize the capabilities of eUnify ensuring Finance/Accounting is working as efficiently as possible and utilizing the software to its full potential, including reporting and serving the membership. Look for other software options to integrate with eUnify such as a PO system and Fixed Asset software .
Done	Develop and implement a comprehensive member engagement initiative that fosters member enjoyment and increases value.
In Progress	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.

**STRATEGIC INITIATIVE 6** CREATE AN INFORMED, ENGAGED, AND LIVABLE COMMUNITY: Homeowners are informed and engaged in creating a vibrant and livable community.

**Goal 6.2** Enhance member satisfaction through timely and effective communication, outreach & engagement.

**Objectives**

- a A comprehensive communications plan that ensures timely and relevant communication to members and visitors that meets legal requirements and fosters understanding, appreciation and utilization of Tahoe Donner’s programs, services and amenities is developed and implemented.
- b Member engagement and participation in Tahoe Donner governance and decision-making is supported through education, timely notification and opportunities to participate in Board and Committee meetings
- c Member enjoyment and a sense of community are fostered in our homeowners, our employees and our places and spaces through special events, networking opportunities and other programs.
- d Develop and implement a strategy to strengthen and promote the “Tahoe Donner Brand” as a special mountain community with exceptional quality of life, recreation opportunities, livability, and a strong sense of place.
- e Operational practices are benchmarked against current comparable industry standards and best practices.
- f Sponsorships and advertising opportunities are implemented to offset the operating costs of programs and publications.

Status	2021 -2024 Actions
Done	Enhance Tahoe Donner communications to increase transparency of the budget process and board initiatives, seek feedback to drive key decision making, keep the member informed about Tahoe Donner offerings, community/safety information and more.
Done	Creation of TD Communication Plan, Reset Member Services department core responsibilities, training programs, job description and role to a one-stop information headquarters that increases member satisfaction and efficiency.
Done	Develop and implement a comprehensive member engagement initiative that fosters member enjoyment and increases value.
In Progress	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.