

**2025 ANNUAL STRATEGIC OBJECTIVES
STAFF AND COMMITTEE INVOLVEMENT**

Objective Focus Area	Strategic Plan Initiative + Goal	Objective	Actions	Measurements + Metrics	Staff Lead(s)	TDA Division Collaboration	Committee Collaboration
A. Amenity Access Improvement	2.3 & 2.3	1. Amenity Access Rule Change	<p>Concluding a three-year process, the Amenity Access rule was adopted to improve member experience. A Multi-Year Amenity Access Implementation Plan for enacting the updated policy was adopted in parallel with an Amenity Access Rule Change.</p> <p>An annual Operating Plan is developed and reviewed by the board during the budget process and communicated to the membership.</p> <p>A comprehensive communication campaign and ongoing member education plan is 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>Semi-annual review of Amenity Access Implementation Plan, and Annual Review of Operating Plan</p> <p>Software enhancement for Amenity Access card and personal changes rollout objectives and milestones</p> <p>Key Indicators</p> <ul style="list-style-type: none"> • Communication open and click-through rates • Utilization data analysis • 2025 Member Survey – questions on Amenities 	<p>Ops - Miguel Sloane ComDep + Member Services - Lindsay Hogan, IT - Miah Cottrell Accounting - Justin Malley</p>	<p>Ops, ComDep, Member Services, IT, Accounting</p>	<p>Finance Committee as part of the 2026 Budget Process</p>
B. Member Value + Strengthening Community	6.1 & 6.2	1. Member Relations + Engagement	<p>Execute identified areas of improvement and opportunities to increase member value, trust, awareness, and member satisfaction. 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 opinion, 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>Develop and implement renewed member education on member value relating to the core HOA services for enhancing, protecting, maintaining and enforcing community standards including fire resiliency.</p>	<p>Plan and implementation 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>Key Indicators</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 • Stewardship and volunteer events participation metrics • #/% property engagement through inspections, consultation, community relations, and complaint resolution 	<p>Ops - Miguel Sloane F&B - Steve Turner ComDep + Member Services - Lindsay Hogan, Land Management - John Groom Admin Services - Jason Hajduk-Dorworth Accounting - Justin Malley</p>	<p>All Departments</p>	<p>Trails and Open Space Committee: Supporting stewardship events and other volunteer events</p> <p>Long-Range Planning Committee: Development of draft survey questions in the 2025 Member Survey (like they did for the Northwoods Campus)</p> <p>Finance Committee as part of the 2026 Budget Process</p> <p>TD Giving Fund as part of their annual tasks for community relations and social benefit</p>

**2025 ANNUAL STRATEGIC OBJECTIVES
STAFF AND COMMITTEE INVOLVEMENT**

Objective Focus Area	Strategic Plan Initiative + Goal	Objective	Actions	Measurements + Metrics	Staff Lead(s)	TDA Division Collaboration	Committee Collaboration
C. 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 the development and adoption of an updated LMP in 2026. The LMP update will evolve from the 2016 LMP to address growing and changing use, environmental impacts, and updated regulatory conditions. The LMP will include both developed and undeveloped portions of Association-owned land, and private parcels of the subdivision.	Land Management Plan (LMP) update process objectives and milestones Key Indicators <ul style="list-style-type: none"> •Member engagement event metrics •Communication open and click-through rates •% of survey respondents •Survey(s) results 	Land Management - John Groom	Land Management Administrative Services + CSO Capital Projects ComDep Ops	Trails and Open Space Committee: support stewardship events and other volunteer events, and participate in the Land Management Plan update process
	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. A Fire Safety and Forest Health rule change implementation plan is included which refines existing practices for forest health and defensible space and includes member education and outreach about the rules changes. As part of the member education and outreach, concise communication of local and state laws and ordinances is created to establish clearer understanding of the regulations and fire protection agencies and TD roles in relation.	Adoption of proposed Fire Safety and Forest Health rules changes Fire Safety and Forest Health rules changes implementation plan objectives and milestones Member Education/Outreach objectives and outcomes Key Indicators <ul style="list-style-type: none"> •Member engagement event metrics •Communication open and click-through rates •#/% property engagement through inspections, consultation, community relations, and complaint resolution 	Land Management - John Groom Admin Services - Jason Hajduk-Dorworth	Land Management Administrative Services + CSO ComDep Member Services	Covenants Committee: support staff efforts of rules change by reviewing draft rule changes and, if adopted, implementation of the rules through enforcement responsibilities in the Committee's charter Architectural Standards Committee: support staff efforts of rules change by reviewing draft rule changes that may expand into Architectural Standards Rules and, if adopted, implementation of the rules through design review considerations
D. Organizational Development	3.1, 3.2 & 3.3	1. Organizational and People Development	Operating Plans and new operational strategies are developed to improve cost-effectiveness, optimize visitation and participation in programs and services, and achieve a high level of user satisfaction with amenities and services. Ensure standard operating procedures (SOPs) are clarified, refined, rolled out, and reinforced. Continue to systematize and enhance organizational and governance performance metrics - qualitative and quantitative - for measuring continuous improvement, success, operational adjustments, and tracking initiatives and resource utilization to demonstrate how, and how well, actions and initiatives align with the governing documents. In support of organizational development, training, and succession planning, cultivate new employee talent and core competencies, and strengthen existing competencies to meet the current and future organizational needs.	Revised and enhanced organizational planning process milestones Revised and enhanced SOP results measured with employee surveys and operational audits DOMO software facilitated organizational performance dashboard: safety, customers, internal processes, financial performance, workforce efficiency, and employee engagement KPIs <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 •#/% property engagement through inspections, consultation, community relations, and complaint resolution 	All Operational Directors	All Departments	Finance Committee: support and involvement as part of their regular tasks including monthly financial review, 2026 Budget Process, annual audit, etc.
	3.3 & 3.5	2. Good Governance	Through a multi-year process, Association policy resolutions are reviewed and updated to serve current and future needs, and to comply with the Davis-Stirling Act, and other laws and regulations. Staff, committees and the Board will support implementation of administrative policies and Association rules changes. Implementation of the Capital Funds policies updates will align with long-range capital improvement planning and the annual budget process.	Multi-Year Policy Resolution Schedule: Proposed 2025 policies reviewed and updated as needed Capital Fund schedules updated	Administration - Annie Rosenfeld All Operations Directors	Administration Finance/Accounting Capital Projects ComDep Member Services CSO	Finance Committee: support and involvement as part of the 2026 Budget Process and any TDA policy resolutions relating to finance and accounting changes and implementation Covenants Committee: support and involvement as part of any rules or policy resolution changes and implementation Architectural Standards Committee support and involvement as part of any rules or TDA policy resolutions relating to architectural standards changes and implementation All Committees: Support implementation of admin. policies and Association rule changes