

## 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](http://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

## TDA 2025 Annual Strategic Objectives

Objective Focus Area	Strategic Plan Initiative + Goal	Objective	Description	Measurements + Metrics
<b>A. Amenity Access Improvement</b>	<b>2.2 &amp; 2.3</b>	<b>1. Amenity Access Rule Change</b>	<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>KPIs</p> <ul style="list-style-type: none"> <li>• Communication open and click-through rates</li> <li>• Utilization data analysis</li> <li>• 2025 Member Survey – questions on Amenities</li> </ul>

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Objective Focus Area	Strategic Plan Initiative + Goal	Objective	Description	Measurements + Metrics
<b>B. Member Value + Strengthening Community</b>	<b>6.1 &amp; 6.2</b>	<b>1. Member Relations + Engagement</b>	<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 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"> <li>• HappyOrNot + Zendesk Customer Satisfaction Scores</li> <li>• Member utilization, where trackable</li> <li>• \$/%/# of member discounts and special opportunities</li> <li>• Communication open and click-through rates</li> <li>• % of survey respondents</li> <li>• Survey results</li> <li>• Stewardship and volunteer events participation metrics</li> </ul>

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Objective Focus Area	Strategic Plan Initiative + Goal	Objective	Description	Measurements + Metrics
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  KPIs <ul style="list-style-type: none"> <li>• Member engagement event metrics</li> <li>• Communication open and click-through rates</li> <li>• % of survey respondents</li> <li>• Survey(s) results</li> </ul>
	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  KPIs <ul style="list-style-type: none"> <li>• Member engagement event metrics</li> <li>• Communication open and click-through rates</li> </ul>

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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 visitation and participation in programs and services, 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 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.</p> <p>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.</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"> <li>• ROI for acquisition and/or replacement of technology or software</li> <li>• Variable Business Operating model for labor efficiency</li> <li>• % of Employee Satisfaction</li> <li>• % of Line and Support staff taking part in employee development training + total number of hours in training</li> <li>• % of Leaders taking part in management and leadership development</li> <li>• % of Employees using technology platforms</li> <li>• #/% property engagement through inspections, consultation, community relations, and complaint resolution</li> </ul>

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Objective Focus Area	Strategic Plan Initiative + Goal	Objective	Description	Measurements + Metrics
D. Organizational Development cont.	3.3, 5.3	2. Good Governance	<p>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.</p> <p>Staff, committees and the Board will support implementation of administrative policies and Association rules changes.</p> <p>Implementation of the Capital Funds policies updates will align with long-range capital improvement planning and the annual budget process.</p>	<p>Multi-Year Policy Resolution Schedule: Proposed 2025 policies reviewed and updated as needed</p> <p>Capital Fund schedules updated</p>

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