



BOARD MEETING MINUTES
Wednesday, January 7, 2009 – 8:30 a.m.
Tahoe City Public Utility District

FINAL MINUTES

ATTENDANCE: Jim Kercher, Ron Parson, Dan Tester, Ron McIntyre, Alex Mourelatos, Julie Regan, Debra Dudley, Tom Murphy, Jennifer Merchant, and Dave Wilderotter

STAFF ATTENDANCE: Steve Teshara, Ron Treabess, Kym Fabel, Sally Lyon, Andy Chapman, and Sarah Holster

OTHERS IN ATTENDANCE: Pettit Gilwee and Cheri Sprenger

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order at 8:39 a.m. by acting Chair Alex Mourelatos and a quorum was established.

2.0 PUBLIC COMMENT

2.1 There were no public comments.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 **M/S/C (Dudley/Tester) (9/0) to approve the agenda as presented.**

4.0 CONSENT CALENDAR

4.1 **M/S/C (Murphy/Tester) (9/0) to approve the consent calendar as presented including the approval of a Community Marketing Program Grant for the North Tahoe Business Association, as recommended by the Chamber of Commerce Advisory Committee.**

5.0 ELECTION OF BOARD OFFICERS FOR THE NORTH LAKE TAHOE RESORT ASSOCIATION, THE NORTH LAKE TAHOE CHAMBER OF COMMERCE AND THE TAHOE NORTH VISITORS AND CONVENTION BUREAU FOR CALENDAR YEAR 2009

5.1 Alex Mourelatos prepared and reviewed the proposed slate of Board officers, with the exception of Vice Chair, for the North Lake Tahoe Resort Association, the North Lake Tahoe Chamber of Commerce and the Tahoe North Visitors and Convention Bureau for calendar year 2009. The proposed slate is as follows; Alex Mourelatos, Chair; Ron McIntyre, Treasurer; and Dan Tester, Secretary. Ron McIntyre nominated Alex Mourelatos as Chair of the Board. Alex asked that the Board postpone making a decision on the balance of the Executive Committee until he has contacted members of the Board to secure a commitment for a Vice Chair. Alex will formally announce the slate including the Vice Chair at the March Board meeting. He confirmed that the Executive Committee will meet on Mondays following each Finance Committee meeting.

- 5.2 Alex reported on his goals for the organization in 2009. They are as follows:
- Increase confidence of association members by improving transparency of operations and increasing communication with our constituency base regarding our Marketing strategy and efforts in the areas of infrastructure and transportation
 - Continue to develop performance indicators and analysis for decision making
 - Improve working relationship with the Placer County CEO's office and reestablish dialogue with the Placer County Board of Supervisors. He said we need to clarify funding and how recommendations are taken from the NLTRA to the Board of Supervisor.
 - Board needs to refocus our marketing efforts
- 5.3 Alex asked the Board to commit to communication with the NLTRA's constituency. The Board needs to ensure that staff makes decisions and recommendations based on performance measures. In regards to relationship building with the County, the Board must engage in active participation and relationship building with the County. To enhance our marketing efforts the NLTRA needs to reflect the needs of our constituents. Lastly, Alex said he would emphasize meeting ground rules. He asked the Board to come prepared for meetings. He concluded by saying the he is very committed and looking forward to the new year. Ron Parson asked Alex to put his goals into bullet form to refer back to throughout the year.
- 5.4 **M/S/C (McIntyre/Dudley) (9/0) to nominate Alex Mourelatos as Chair for the North Lake Tahoe Resort Association, the North Lake Tahoe Chamber of Commerce and the Tahoe North Visitors and Convention Bureau for calendar year 2009.**

6.0 BOARD MEMBERS TO FINALIZE AND SUBMIT COMMITTEE ASSIGNMENT REQUESTS FOR 2009

- 6.1 Steve Teshara asked the Board to submit their committee preferences for 2009. He reminded the group that Board members are required to serve on at least one committee. After some discussion, Board members indicated their initial preferences as follows:
- Finance – Ron McIntyre and Ron Parson
 - Lodging Subcommittee – Dan Tester
 - Chamber of Commerce Advisory – Dave Wilderotter and Deb Dudley
 - Marketing – Deb Dudley, Ron Parson, and Dan Tester
 - Infrastructure – Jim Kercher, Ron McIntyre and Jennifer Merchant
 - Transportation – Tom Murphy
- 6.2 Alex Mourelatos noted that as Board Chair, he is required to serve on all committees. He said he would contact Graham Rock and Roger Beck to determine their committee assignment preferences. Dave Wilderotter suggested Graham Rock for the Chamber Advisory Committee since he is the restaurant representative.
- 6.3 **M/S/C (Wilderotter/Murphy) (9/0) to approve the NLTRA Board committee assignment of Deb Dudley, Ron Parson, Dan Tester and Jennifer Merchant (County Representative) to the Marketing Committee.**
- 6.4 **M/S/C (Wilderotter/McIntyre) (9/0) to approve the NLTRA Board committee assignment of Dave Wilderotter, Graham Rock and Deb Dudley to the Chamber Advisory Committee.**
- 6.5 **M/S/C (Tester/Dudley) (9/0) to approve the NLTRA Board committee assignment of Ron McIntyre, Ron Parson and Dave Wilderotter to the Finance Committee.**

- 6.6 **M/S/C (Wilderotter/Parson) (9/0) to approve the NLTRA Board committee assignment of Ron McIntyre, Tom Murphy, Jim Kercher and Jennifer Merchant (County Representative) to the Infrastructure committee.**
- 6.7 **M/S/C (Murphy/Wilderotter) (9/0) to approve the NLTRA Board committee assignments of Graham Rock and Roger Beck to the Transportation Committee.**
- 6.8 **M/S/C (McIntyre/Dudley) (9/0) to approve the NLTRA Board committee assignment of Dan Tester to the Lodging Subcommittee.**
- 7.0 DISCUSSION AND POSSIBLE ACTION ON BOARD AND LAY MEMBER COMMITTEE APPOINTMENTS**
- 7.1 Alex Mourelatos reported that several letters of interest were submitted for the Marketing Committee. He said the Executive Board met to discuss the applicants and make a recommendation of six potential candidates. Ron McIntyre reported that his rationale for choosing members of the slate is to have fair representation from our entire constituency. Dan Tester agreed and said the committee made an effort to avoid duplicating members from the same company. Jennifer Merchant said the slate should be determined based on qualifications. Candidates other than the slate were proposed and discussed. It was Board consensus to expand the Marketing Committee lay member appointments by two for 2009.
- 7.2 Andy Chapman reported that in February, the Board will be asked to appoint representatives to the North Lake Tahoe Marketing Cooperative as recommended by Marketing Committee.
- 7.3 **M/S/C (Parson/Murphy) (9/0) to approve Mike Salmon as lay member to the Finance Committee and Gretchen Nedved as the Placer County representative.**
- 7.4 **M/S/C (McIntyre/Murphy) (9/0) to approve Mike Young, Sherina Krueel, Jan Colyer, and Heather Leonard as lay members to the Chamber of Commerce Advisory Committee and Ron Yglesias as the Placer County representative.**
- 7.5 **M/S/C (McIntyre/Wilderotter) (9/0) to approve Debbie Casey as lay member to the Transportation Committee and Will Garner as the Placer County representative.**
- 7.6 **M/S/C (Parson/Dudley) (9/0) to accept the expansion of lay membership by two for a total of eight appointees to the Marketing Committee for 2009.**
- 7.7 **M/S/C (McIntyre/Tester) (9/0) to approve Deanne Gescheider, Steve Holtz, Christine Horvath, Les Pedersen, Julie Maurer, John Monson, Nick Pullen, and Bret Williams as lay members to the Marketing Committee.**
- 8.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE REINSERTING THE NLTRA BYLAWS PROVISION RELATED TO EX-OFFICIO MEMBERS OF THE BOARD**
- 8.1 Alex Mourelatos reported that during the revision to the bylaws in December 2007, the provision related to Ex-Officio members of the Board was inadvertently deleted from the document. He asked the Board to approve the reinsertion of the provision.
- 8.2 **M/S/C (Parson/Murphy) (9/0) to reinstate the bylaw provision related to Ex-Officio members of the Board.**

9.0 STATUS REPORT – DISCUSSION FY – 2008/09 CONTRACT COMPLIANCE MATRIX

- 9.1 Steve Teshara reported that Placer County has provided the NLTRA with a compliance matrix. The matrix shows where the organization is and is not yet in compliance with the NLTRA/Placer County Contract. He noted that the NLTRA recently received a letter from Jennifer Merchant and the CEO's office requesting some additional information regarding the "Washoe County Conference Marketing and Booking equity" issue. Alex confirmed that the letter indicates that the NLTRA is not yet in compliance with this County contract provision (Section 2.G, part 2). Copies of Jennifer's letter have been provided to the Board. Alex summarized how the NLTRA Board appointed a subcommittee to review the conference marketing and booking equity issue and make a recommendation to the Board, as required by the contract. He noted that the subcommittee included Jennifer Merchant and Bill Hoffman, Executive Director of the Incline Village Crystal Bay Visitors Bureau, as well as the NLTRA Board Executive Committee. The subcommittee based its determination of equity on a three year average and a measurement of revenue vs. cost. It was determined that if the ratio was within 5% on either side, it represented equity. However, if the ratio was over the 5% the committee would need to reconvene to develop a method for establishing equity. The CEO's office has requested additional information so that they can make their own determination of equity.
- 9.2 Discussion followed in regards to contract compliance.
- 9.2.1 Deb Dudley reminded staff to send out the conflict of interest statements to the Board. Staff confirmed they would e-mail the statements to the Board. A hard copy document is due back to the NLTRA by January 23, 2009. Deb Dudley said according to the contract, the organization is in compliance with the Washoe County equity provision. Jennifer Merchant said the contract states the compliance method must be acceptable to the CEO's office. At this time, the proposal is not acceptable as discussed in the letter dated December 31, 2008. She confirmed the County has requested additional information. Deb expressed concern that we would be duplicating our efforts. Dan Tester suggested the equity subcommittee meet with the County finance team to discuss the issue further. Jennifer agreed and said that would be beneficial.
- 9.2.2 Tom Murphy asked the CEO's office to submit a proposal prior to the meeting that would be acceptable. Jennifer confirmed that the letter lists items that need to be addressed. She added that the CEO's office is not comfortable with the 3 year average or the 5% ratio. She said there needs to be clarity on the \$100,000 of expense on the Incline side. In addition, she requested Incline's ROI. Tom noted that if Incline wasn't involved, the NLTRA would still have the same percentage of overhead. Jennifer agreed but said we would then know that 100% of ROI for our efforts are directed to Placer County, but without knowing Incline's part, it is not clear what money is coming in and percent going out. Tom said we don't realize revenue until a later time.
- 9.2.3 Alex expressed concern about the sense of urgency regarding contract compliance. He feels the NLTRA has done its due diligence in regards to determining equity. He feels the County's detailed questions are subjective and additional discussions would be time consuming. Alex added that the Board clearly vetted the 3 year rationale as a fair and equitable way to assess conference booking. Jennifer said the best way to be in compliance is to answer the information requested in the letter. Alex asked Jennifer to take our concerns to the CEO's office and asked what the implications are for not being in compliance. Steve Teshara said NLTRA staff will meet with Bill Hoffman with the IVCBVB to review Jennifer's letter and the information requested. If needed, the Chair will call back the subcommittee as appropriate. Steve said implications are

called out in the contract. Jennifer confirmed that the NLTRA is not currently in “noncompliance”. Deb hoped that an outcome of these discussions will establish a formula to determine compliance on an ongoing basis so we are not revisiting this issue next year. Ron McIntyre asked to be removed from the subcommittee. Ron Parson offered to serve on committee. The Board accepted and approved the replacement.

- 9.2.4 Dave Wilderotter asked Jennifer if the CEO’s office feels the amount of money Incline contributes should equal the amount of booking coming back. Jennifer said the CEO’s office concern is that Placer County TOT dollars are not used to subsidize business development in other jurisdictions. Dave noted that Washoe County bookings benefit Placer County businesses. Visitors who stay in Incline and Crystal Bay shop, visit attractions and go to resorts in Placer County.
- 9.2.5 In response to a question, Steve reviewed the timeline of actions in regards to the Truckee marketing equity issue. Jennifer confirmed that the NLTRA is in compliance with this item. She noted that the Best Western (featured lodging listing) and the Old Greenwood Villas still need to be removed from the GoTahoeNorth Web site. Andy Chapman said he would review the Web site and follow-up with Jennifer’s request. Steve asked Jennifer for an updated matrix in order to keep the Board comprised of compliance issues on a monthly basis.

10.0 PRESENTATION, DISCUSSION AND REQUEST FOR DIRECTION – SIX MONTH STRATEGIC PLANNING AND FY-2009/10 BUDGET DEVELOPMENT PLAN

- 10.1 Alex Mourelatos noted that staff has prepared an updated draft of the *Strategic Planning and Budget Development Process (January-June 2009)* document. He said the Marketing, Finance and Chamber Advisory Committees have reviewed the document and provided feedback, including support for transparent community outreach. Steve Teshara reviewed the draft document. He reported that the plan guides development of NLTRA strategic plans and the NLTRA’s FY-2009/10 budget. The document includes proposed agenda items and dates for Board and committee meetings through June 2009. He cautioned the Board that completing a budget by early June may be a challenge.
- 10.2 Discussion followed in regards to the Six Month Strategic Planning and FY-2009/10 Budget Development Plan.
- 10.2.1 Tom Murphy supports a more aggressive schedule. He asked staff to make the document available to our constituency. Steve confirmed that once endorsed by the Board, the document will be available on www.nltra.org. Andy Chapman added that marketing information, including ads, is also now available on www.nltra.org.
- 10.2.2 Jennifer Merchant suggested scheduling a public workshop to review the infrastructure and transportation work plan and to outreach to the broader public to solicit potential community projects. Ron McIntyre agreed and said we need to have an agreement with the County in regards to managing transportation services. In addition, the NLTRA needs to review the results of our recent surveys before we determine project priorities. Jennifer said the public workshop would be a good opportunity to deliver the results. Steve said the Joint Infrastructure/Transportation Committee is scheduled to review proposed transit project criteria at the next meeting scheduled for January 26th. He suggested including the workshop as part of the February Joint Committee meeting. Jennifer said the workshop should accommodate the public and be scheduled after regular business hours. Ron McIntyre suggested combining the Joint Committee meeting and workshop into one

evening meeting. Ron Treabess said he would include this discussion on the agenda for the next Joint Committee meeting. Alex asked Ron to communicate with business associations to encourage workshop participation.

10.2.3 Ron Treabess cautioned that there may be transit project requests from the community that don't meet the County's proposed criteria. Alex said in regards to projects like the Tahoe Vista pilot shuttle program, Placer County needs to allow us to meet our needs. He anticipates the workshop will be helpful in this process.

10.2.4 Jennifer said the document timeline for Marketing seems focused on whether or not we are renewing the North Lake Tahoe Marketing Cooperative. She said it should include our goals regardless of the coop. Steve explained that we cannot move forward on the budget "building blocks" unless we know if the coop will be renewed. Jennifer feels we need to focus on indicators, special events, our goals and other coop opportunities. Steve confirmed that special events will be discussed as part of the February 24th Joint Marketing/Chamber Advisory Committee workshop. Jennifer asked that that be specifically articulated in the document. She asked staff to also include a discussion of our goals as part of the coop. Steve said the coop presentation is intended to include all goals and ROI indicators that relate to the coop. Alex said the coop is a delivery mechanism which allows us to achieve a greater return on investment from our media plan which is driven by our strategy.

10.2.5 Staff will revise the document and post it on www.nltra.org.

10.3 M/S/C (Parson/Wilderotter) (9/0) to approve the Six Month Strategic Planning and FY-2009/10 Budget Development Plan pending incorporation of today's feedback.

11.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE NOVEMBER 30, 2008 FINANCIAL STATEMENTS

11.1 Sally Lyon reported that the Finance Committee met on Monday to review the November 30, 2008 Financial Statements. She reported that year to date our change in net assets is \$136,000 due to invoices coming into Visitor Support and Transportation. Receivables are down with good collections. Cash is down from a year ago with the paying down of infrastructure funds. Sally said the committee recommended approval of the November 30th Financial Statements. Dave Wilderotter asked if there is any danger of our TOT being down. Ron McIntyre noted that TOT collections for the first quarter were up 9% from last year.

11.2 M/S/C (Wilderotter/Parson) (9/0) to approve the November 30, 2008 Financial Statements.

12.0 CHAMBER OF COMMERCE REPORT

12.1 Kym Fabel reported on yesterday's chamber meeting. The committee received a presentation from River Coyote with Placer County on the Tobacco Prevention Education program. Kym said our local business associations have embraced the program. Working with the Chamber, business associations will look for ways to make information about this program available to members.

12.2 The bulk of our membership renewals will be in January. Kym reported that members can now renew their memberships online at www.NorthLakeTahoeChamber.com.

- 12.3 Planning for the 2009 North Lake Tahoe-Truckee Leadership class is complete. We are looking forward to a great program scheduled to start January 14th.
- 12.4 Kym reported the next mixer is scheduled to be held this Thursday, January 8th at Lakeside Pizza in Tahoe City beginning at 5:00 p.m. On January 15th a mixer/fundraiser will be held at Garwoods benefitting Snowfest! The mixer is scheduled to begin at 5:00 p.m. On January 22nd, a joint chamber mixer with the Sierra Avalanche Center is scheduled to be held at Homewood Mountain Resort. This mixer will also begin at 5:00 p.m.
- 12.5 The 55th Annual Community Awards Dinner is scheduled for Thursday, February 12th beginning at 6:00 p.m. at the Resort at Squaw Creek. She encouraged the Board to submit their nominations to the Chamber by no later than January 12th.

13.0 MARKETING REPORT

- 13.1 Andy Chapman reported on the GoTahoeNorth Web site. He said all references to the *Neighborhoods* campaign have been changed to *Resorts and Towns*. In addition, more winter photos have been added to the homepage "flash". The North Lake Tahoe tag under the n icon has been increased in size.
- 13.2 The Marketing Committee is working on efforts in the Northern California drive market. He noted that there has been a redirection of funds in the coop for a 3 week TV buy in the Bay Area. Our agency secured a matching grant from Comcast in the amount of \$33,000. The buy includes 480 TV spots on 8 cable networks and 5 channels. He confirmed that we are taking advantage of the late snowfall and low gas prices. The committee also talked about whether to extend that buy with reserve funding. Our PR efforts are focusing on our snow. Leisure and Conference Sales are also focusing their efforts in the Bay Area. Next month the committee will begin summer media planning.
- 13.3 Andy reported that Pettit Gilwee will be participating as a High Sierra Visitor Council representative in the CTTC's New York February media event to promote the region.

14.0 ACTIVITY REPORT

- 14.1 Ron Treabess reported on the Tahoe Vista/Northstar skier shuttle program as recommended by the NLTRA Board. He said the CEO's office has expressed concern with the short timeframe involved in developing the service plan. He said Jennifer Merchant had asked for more information. Staff submitted the requested information and is now waiting for a response from the County. He noted that we missed the opportunity to run the service during the holiday season. The purpose of the demonstration project was to gather data to determine viability of the service going forward. Ron McIntyre said since we missed the holiday opportunity we should focus our efforts on providing the service next year. Jennifer said she has a draft response prepared and said we could potentially begin the service by Martin Luther King weekend. Ron said Northstar has confirmed that they could start the service immediately. Jim Kercher said all ski resorts would like a higher level of service. Steve Teshara confirmed that we already expend TOT funds for transportation to provide additional service to serve Alpine, Squaw Valley and Sugar Bowl. He said this project is in response to Tahoe Vista Lodging providers where the current service scenario doesn't provide them with the direct service that they used to have. Alex said when TART took over the winter service on Highway 267, they eliminated a loop that previously provided Tahoe Vista with more direct service to Highway 267 and Northstar without the need to transfer at Crystal Bay, as is now the case. He said the Tahoe Vista lodging providers are looking to improve service levels to guests, which is also a key goal of the NLTRA's master plan. Developing pilot programs

is one way of implementing the goal. Tom noted that the goal is the half hour system rather than an hour. Alex agreed and said we need to increase ridership to increase service.

- 14.2 The winter traffic management program is currently underway. The coning system has been extended to Grove Street further eliminating traffic back-up.
- 14.3 On December 11th, a meeting of the Performing Arts Center stakeholder group met to review the final draft Arts and Culture Feasibility Study. Once completed, staff will distribute and post the document.
- 14.4 The Olympic Western Ski Heritage Museum Committee has hired an executive director and selected a local consulting firm, Gary Davis Group, for the purposes of determining the needs and guiding planning for the museum.
- 14.5 The NLTRA resident, property owner and visitor surveys are starting to be compiled. Once completed, staff will provide and distribute a report. The results will also be posted on www.nltra.org.
- 14.6 Ron reported that the Historic Tahoe City Fish Hatchery Interpretive Center is moving into the develop phase of interpretive displays. They will be coming forward to the NLTRA Infrastructure Committee with an infrastructure grant request.

15.0 PRESIDENT AND CEO'S REPORT

- 15.1 Steve Teshara reported on the TRPA Regional Plan update. He said that in partnership with the Lake Tahoe South Shore Chamber of Commerce, we have prepared a document designed to provide additional input into the Plan update process. The document is entitled Suggested Policies and Proposed Planning Principles. It was prepared based on the following considerations and concerns: 1) the update of TRPA's Environmental Improvement Program (EIP) identifies the need for a private sector share of \$250 million toward EIP projects; and, 2) a review of draft proposed Regional Plan policies, planning principles and regulations led to a concern that the private sector's contribution to the EIP would not be possible through project investments. He said the Regional Plan update should facilitate project sector investment, consistent with environmental and community needs and goals. He added that a section of the document was prepared based on interviews with a variety of people who have been involved with the process of developing and proposing projects in Tahoe's commercial areas over recent years. The report summarizes their experiences and perspectives, providing valuable insight and lessons learned. Steve noted that there are two other elements of the business community's work with the TRPA on the Regional Plan update - development of an economic model to help determine the financial feasibility of projects in commercial core areas under the Regional Plan update and development of a methodology to help measure the environmental benefits of project proposals.
- 15.2 Steve reported that the Tahoe Transportation District (TTD) has completed its selection process and hired a District Manager, who will work directly for the TTD Board. For many years, staff support for the TTD has been provided by the TRPA. TRPA staff is funded primarily by planning funds, so they technically cannot work on project implementation. As he previously reported to the NLTRA, legislative advocacy in support of a new federal source of funds for transportation project development was successful last year as part of the SAFETEA-LU Technical Corrections Bill. Along with a local match component, this funding allows the TTD to hire a District Manager. Former TRPA Deputy Direction Carl Hasty was the successful candidate; a contract with Mr. Hasty is now being finalized. One of his first duties will be to interview and hire a TTD Project Manager. The TTD and TRPA will share in funding a Transit Planner and Administrative Assistant. He reminded

the Board that one of the North Shore's eligible projects for development is the Highway 89 Realignment Project.

16.0 DIRECTORS' COMMENTS

16.1 Alex Mourelatos asked the Board to consider the position of Vice Chair.

17.0 MEETING REVIEW AND STAFF DIRECTION

17.1 Staff will reinstate the bylaws provision related to the Ex-Officio members of the Board and post the document on www.nltra.org. Staff will schedule a meeting with IVCBVB representative Bill Hoffman to discuss Placer County's concern related to contract compliance specific to "Washoe County Booking Improvements." In addition, staff will update the six month *Strategic Planning and Budget Development Process* plan based on comments received today and post the document on www.nltra.org.

18.0 ADJOURNMENT

18.1 The meeting adjourned at 12:09 p.m.

Submitted by,
Sarah Holster
Executive Assistant