



**BOARD MEETING MINUTES**  
**Wednesday, October 1, 2008 – 8:30 a.m.**

**North Tahoe Community Conference Center**

**PRELIMINARY MINUTES**

**BOARD MEMBER ATTENDANCE:** Dave Wilderotter, Julie Regan, Tom Murphy, Ron McIntyre, Adam Wilson, Alex Mourelatos, Jennifer Merchant, Deb Dudley, Debbie Casey, and Roger Beck

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

**OTHERS IN ATTENDANCE:** Jan Colyer, Jamie Wright, Rob Weston, George Koster, Curtis Aaron, Bill Clark and Pettit Gilwee

**1.0 CALL TO ORDER – ESTABLISH A QUORUM**

1.1 The NLTRA Board meeting was called to order at 8:38 a.m. by Chair Debbie Casey and a quorum was established.

**2.0 PUBLIC FORUM**

2.1 There were no public comments.

**3.0 AGENDA AMENDMENTS AND APPROVAL**

3.1 **M/S/C (Wilson/Murphy) (8/0) to approve the agenda as presented.**

**4.0 CONSENT CALENDAR - MOTIONS**

4.1 **M/S/C (Merchant/McIntyre) (8/0) to approve the consent calendar as presented.**

**5.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE AN INFRASTRUCTURE GRANT TO ACCELERATE PLANNING AND DEVELOPMENT OF THE OLYMPICS AND WESTERN SKI HERITAGE MUSEUM**

5.1 Ron Treabess reviewed the evolution of this project application. Earlier this year, the NLTRA and Placer County approved an infrastructure grant to the Squaw Valley Olympic Museum Committee to begin planning and development of a new Squaw Valley Olympic Museum, to be combined with the Western Ski Heritage Museum operated by the Auburn Ski Club, which desired to move its facility to Squaw Valley. Funding in the amount of \$12,000 for Phase I of this project was approved; specifically, funding for establishment of a 501(c)(3) non profit organization and to initiate development of a project business plan. Also included was the preparation of a Request for Proposals to solicit a consultant

necessary to move ahead with Phase II of the project. Subsequently, the NLTRA and Placer County were approached by a committee interested in planning a festival to celebrate the 50<sup>th</sup> Anniversary (2010) of the 1960 Winter Olympic Games held in Squaw Valley/North Lake Tahoe. The two groups, which shared common members, decided to merge their efforts and the Olympic Heritage Celebration Committee became an official subcommittee of the Squaw Valley Olympic Museum Committee. Placer County suggested that an economic impact analysis be prepared to help justify the allocation of TOT funds to support the development of North Lake Tahoe's Olympic Heritage. Ron reported that phase I of the museum project has been completed. The Committee's phase II request includes funding designed to use the planned Olympic Heritage Festival as an opportunity to aid in the capital campaign necessary to raise awareness and funds to complete planning and construction of the Olympic Museum. Ron reported that the members of the Squaw Valley Olympic Museum (SVOM) are well established in the community and have volunteered their time in an effort to bring economic vitality to the North Lake Tahoe area through the preservation of our Olympic heritage. He said that the committee approached the Joint Infrastructure/Transportation Committee at its September 22<sup>nd</sup> meeting with a funding request for Phase II. The committee recommended moving the allocation request forward to the Board for consideration with a more detailed description of the budget, enabling separate review and approval of each phase, if necessary. The SVOM committee has prepared a detailed description of phase II expenditures for the Board. He explained that funding dispersment for this project would be similar to the new NLTRA infrastructure funding process with Placer County. He recommended that the Board fund the entire request so the committee can come to the NLTRA with periodic funding requests as needed with a justification of the requested expenditures as well as documentation of previously expended funds. He expressed that the timing of the project allocation is important. The celebration portion of the project is scheduled for early 2010 and planning needs to be underway now. Ron noted that the SVOM committee has reported that the Placer County Supervisors and the community support the project.

- 5.2 Rob Weston, SVOM and Olympic Heritage Committee member, reported on the importance of this project. The goal of the project is to have a museum in place to draw both national and international visitors. The committee feels the timing is very important to leverage our dollars with the 50<sup>th</sup> Anniversary of the Squaw Valley Winter Olympics being held in concert with the Olympics planned to be held in Vancouver, Canada in the winter of 2010. This opportunity will include increased visitation to our area (TOT and sales tax revenue), memorabilia sales, and travel and tourism (cultural heritage tourism) programs. The Anniversary Olympic Heritage celebration will help accelerate the capital campaign for the museum. There will be events including fundraisers, public awareness, articles in magazines and national media. The economic analysis suggested by Placer County and funded by the NLTRA, entitled *Investing in Heritage Tourism-Ensuring Placer County's Place in Olympic History*, has been completed. It shows that 4% of our current percentage total visitation is from international visitors. It is anticipated this project will increase that significantly. The report also documents the economic benefit of other locations that have highlighted, preserved, and interpreted their Olympic heritage. Rob emphasized that all events, as part of the celebration, will be funded by each specific hosting venue and not with funds from this grant request. Rob reviewed project contributions to date (see spreadsheet attached). Among those contributions, the current museum collection is worth \$2.5 million.
- 5.3 Discussion followed in regards to the Olympic Museum project.
  - 5.3.1 Bill Clark, SVOM Committee member, reviewed the projected funding needs for all phases of the project. He said the grant expenditures will be spread over an 18 month time period. Bill emphasized the need to hire a project manager to clearly identify costs for each component of the plan. Ron McIntyre suggested

phasing the approval of the project. Ron Treabess said the amount of detail is adequate for the request. He said some tasks from each phase A-E may need to be performed and funded concurrently and not in chronological order. Ron McIntyre reported that he thought the Joint Committee request was for a projection of cash flow. Bill said part of the process is to secure the services of a planning team to prepare the total project budget.

- 5.3.2 Roger Beck said he is in support of the project, but not the full \$200,000 allocation. He suggested the Board allocate \$50,000 for a site analysis to be completed. In addition, the analysis should include design of the museum. Bill clarified that the site analysis will be part of phase II. Rob Weston reported that the budget information requested is time consuming for a volunteer staff. He added that the request is not for one lump sum, but an approval of money over the next 18 months with a justification of expenditures. He said it is important to put a team together to manage the project.
- 5.3.3 Jennifer Merchant said the original application request was for \$100,000 and did not include hiring an Executive Director. She said hiring a staff person may not be suitable for infrastructure funds and suggested using existing NLTRA staff. She also questioned whether phase I is complete. Jennifer expressed concern about using infrastructure funds to market a special event. She said if the Board feels this is a priority project, we need to reprioritize marketing funds for the project. It was suggested that if the request involved marketing funds, then marketing could be back billed to reimburse infrastructure funding. Jennifer said she supports phase A to hire the museum consultant. Bill confirmed that phase I has been completed. He reported that negotiations with the International Olympic Committee (IOC) for use of the Olympic rings logo are still underway. Bill said the application request has evolved from a year ago which is the reason for the funding request increase. He feels that in order to accomplish the project in 18 months, it is not realistic to continue using only volunteers. Jennifer said she would like to see other organizations contribute funding towards the project. Bill said the right staff person can help identify other funding sources. George Koster, SVOM Committee member, said the NLTRA has offered office space and administrative staff to assist in these efforts. Steve Teshara confirmed that the NLTRA staff does not have the expertise or capacity to run a project of this magnitude, but has agreed to provide office space and some support staff, if formally requested.
- 5.3.4 Tom Murphy expressed concern about the time frame. He said this is a priority project for the NLTRA and \$50,000 is not enough to "jump start" the project. Ron McIntyre said we should allocate funds for a project manager to help justify the continued expenditure of funds. He recognizes the work that has been completed to date. He suggested earmarking a portion of the request to be released when a more detailed budget is completed.
- 5.3.5 Alex Mourelatos asked about the RFP process. Ron Treabess said the RFP has been prepared and several letters of interest from qualified consultants have been received. Alex reminded the Board that the SVOM Committee has to secure bids for services (to be received by one entity) over \$50,000. He requested that the committee clearly show the total expectation of NLTRA investments. He said it would also be helpful to see what components of the project will be funded by the capital campaign. Jennifer suggested allocating \$50,000 for the project and ask the SVOM Committee to identify other funding for an Executive Director and work to find marketing funds for the event portion of the project.

- 5.3.6 Bill anticipates the capital campaign to allow the museum to be self sustaining. He said the committee does not anticipate coming back for additional monies. Tom is concerned about a potential missed opportunity if we don't move forward today. Ron McIntyre said it is not fiscally responsible to allocate funds without a budget. Rob Weston asked that money be set aside to be used for tasks from various phases of the project, and that the committee be required to report back on expenditures. He suggested implementing a funding cap for the first three months until the RFP process is completed and a project manager is hired. Rob confirmed the committee will target national, international, and local funding sources for the museum.
- 5.3.7 Roger Beck doesn't feel all \$50,000 is needed for a museum consultant. He suggested the group use a portion of funds to develop the scope for the museum. Rob feels a \$50,000 allocation is a short term fix. Bill said that it would carry the committee through the spring. Ron Treabess clarified that an additional \$50,000 allocation would be necessary to help fund an Executive Director to plan the capital campaign and the first scheduled fundraisers for development of the SVOM.
- 5.3.8 Dave Wilderotter said he doesn't want the Board to "micro manage" the committee and suggested the Board approve the staff recommendation. He feels that if we do not move forward on this, it will give the community another reason to "go around" the NLTRA. Deb Dudley agreed and said she has no doubt that the SVOM Committee will make the museum self sustaining. Jennifer Merchant clarified that the NLTRA has never funded hiring an Executive Director for an organization and feels this approval would set a dangerous precedence. She confirmed the CEO's office will not support the allocation. Jennifer feels the NLTRA is not acknowledging that the marketing component needs to come from the marketing budget. She believes the Board is being asked to spend infrastructure funds on a staff person, the marketing of an event and fundraising efforts. Debbie Casey said that she did not fully agree, and that due to the time frame and the importance of the project for the area, the CEO's office may accept the hiring of an Executive Director to bring the project to fruition. Deb added that she does not see marketing in the proposal, but synergies with other efforts. Roger feels his proposal is not micro managing, but being fiscally responsible. He said there should be some checks in place for the funding.
- 5.3.9 Ron McIntyre said a business plan with a cash flow analysis will allow the NLTRA and Placer County to determine if there is marketing in the plan, and if so, that could be addressed at a later time. He said they need to hire a consultant to identify expenditures. Debbie Casey agreed with Roger's earlier allocation suggestion, but recommended the Board allocate \$100,000, with a check back point, and without micro managing. She understands the County's concerns, but feels the committee needs to hire a project manager. Alex Mourelatos asked the committee to bring back the total amount expected from the NLTRA. Bill said that by December, the committee will have a staff person in place to coordinate a master plan for the project. Debbie suggested \$100,000 allocation with the goal to have a broader master plan brought back after the first of the year with any other funds contingent upon the review of the Board. Alex said the committee should bring a regular report to the Infrastructure Committee on a monthly basis and quarterly reports to the Board.
- 5.3.10 Jennifer said the Board should consider the staffing and marketing portions of the plan on a "loan basis" from the NLTRA until funding is in place so we are not permanently allocating infrastructure money to non-capital components of the project.

5.3.11 Dave said he would abstain from the vote because he supports funding the full \$200,000 for the project.

5.4 **M/S/C (Beck/McIntyre) (6/1 No-Merchant/1 Abstention-Wilderotter) to recommend to the Board of Supervisors an infrastructure allocation of up to \$50,000 for a consultant to manage the Squaw Valley Olympic and Western Ski Heritage Museum project (within a one year period of time) and up to \$50,000 to study the scope of the museum including site locations and design and to earmark another \$100,000 contingent upon review of the Board after the first of the year.**

**6.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE (REAFFIRM) THE NORTH TAHOE PUBLIC UTILITY DISTRICT REQUEST FOR INFRASTRUCTURE FUNDS IN THE AMOUNT OF \$20,000 FOR THE TAHOE BEACH AND EVENTS CENTER FACILITY MANAGEMENT SOFTWARE PACKAGE**

6.1 Ron Treabess reported that on March 24<sup>th</sup>, the Joint Infrastructure/Transportation Committee approved an infrastructure allocation in the amount of \$20,000 for software package acquisition, installation, and training. The Board of Directors made the same recommendation at the April 2008 Board meeting. Ron reported the NTPUD recently reorganized the former North Tahoe Community Conference Center into a more efficiently operated Tahoe Beach and Events Center (tentative new name for the facility). Ron said staff feels the original infrastructure request remains valid for the new center and should be reaffirmed. He reported that the Joint Committee voted unanimously to reaffirm the original allocation.

6.2 Curtis Aaron, General Manager of the North Tahoe Public Utility District, confirmed that the NTPUD is asking the NLTRA to reaffirm the \$20,000 infrastructure allocation. The facility has been restructured to run more efficiently. Roger Beck said he does not see the need for a \$20,000 software upgrade for a facility with seven meeting rooms.

6.3 **M/S/C (Beck/McIntyre) (8/0/1 Abstention-Mourelatos) to reaffirm the North Tahoe Public Utility District request for infrastructure funds in the amount of \$20,000 for the Tahoe Beach and Events Center Facility Management Software Package.**

**7.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE (REAFFIRM) THE NORTH TAHOE PUBLIC UTILITY DISTRICT REQUEST FOR A SPECIAL MARKETING GRANT IN THE AMOUNT OF \$15,000 FOR THE TAHOE BEACH AND EVENTS CENTER**

7.1 Andy Chapman reported that the Marketing Committee voted unanimously to reaffirm the special marketing grant in the amount of \$15,000 for the Tahoe Beach and Events Center. Alex Mourelatos expressed concern that the annual \$15,000 marketing allocation to the North Tahoe Conference Center was removed from the budget. He said he was not aware of the removal of that budget item. He would like to discuss this issue further at next month's Board meeting.

7.2 **M/S/C (Dudley/Merchant) (8/0/1 Abstention-Mourelatos) to reaffirm the North Tahoe Public Utility District request for a special marketing grant in the amount of \$15,000 for the Tahoe Beach and Events Center.**

**8.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE JULY 31, 2008 FINANCIAL STATEMENTS**

8.1 Sally Lyon reported that the Finance Committee recommended the Board of Directors approve the July 31, 2008 Financial Statements.

**8.2 M/S/C (McIntyre/Murphy) (9/0) to approve the July 31, 2008 Financial Statements.**

**9.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE AUGUST 31, 2008 FINANCIAL STATEMENTS**

9.1 Sally Lyon reported that the Finance Committee recommended the Board of Directors approve the August 31, 2008 Financial Statements.

**9.2 M/S/C (McIntyre/Dudley) (9/0) to approve the August 31, 2008 Financial Statements.**

**10.0 STATUS REPORT – 2008 NLTRA BOARD ELECTION PROCESS AND TIMELINE DISCUSSION AND POSSIBLE ACTION TO APPOINT 2008 ELECTION SUBCOMMITTEE**

10.1 Steve Teshara reported that the three seats up for reelection this year are Ski Area, At Large and Property Management/Real Estate. Based on the organization's bylaws, this year's timeline for the Board election is as follows;

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|--|--------|
| • Formally Announce "Notice of Election"                             | Oct 1  |
| • Appointment of Elections Committee*                                | Oct 1  |
| • Deadline for Filing as a Candidate for Election to the NLTRA Board | Nov 3  |
| • Ballots Mailed to Eligible Voters                                  | Nov 10 |
| • Deadline for Ballots to be received for Tabulation                 | Dec 2  |
| • Election Results Announced at the NLTRA December Board Meeting     | Dec 3  |

Steve noted that newly elected Board members take office in January 2009; re-elected Board members continue to serve. The Elections Committee is required to have three members including one member of the Board (not running for election) and one member of the Chamber (not currently serving on the Board). Steve reported that staff has asked Vice Chair Alex Mourelatos to Chair the Election Committee. The duties of the Chair are to work with staff to pick other committee members. The purpose of the committee is to outreach to potential candidates, to approve the slate of candidates, and participate in the counting of the ballots on December 2<sup>nd</sup> beginning at 5:00 p.m.

**10.2 M/S/C (Beck/Murphy) (8/0) to appoint Vice Chair Alex Mourelatos as Chair of the 2008 Election Committee and formally announce this year's election process.**

**11.0 CHAMBER OF COMMERCE REPORT**

11.1 Kym Fabel reported that the September mixer at the Resort at Squaw Creek was very successful and well attended. She noted that Resort at Squaw Creek staff were very helpful and hospitable.

11.2 There are currently 650 chamber members.

11.3 Kym reported that the Community Marketing Program Grant Subcommittee met yesterday to review seven grant applications. The Subcommittee will make its grant recommendation to the full Chamber Advisory Committee November 4<sup>th</sup>.

11.4 The Annual Membership Luncheon scheduled to be held today following the Board meeting is sold out. On October 9<sup>th</sup>, the Cal Neva, with the Tahoe Player's, will host a mixer in the Frank Sinatra Showroom. In addition, the North Lake Tahoe Chamber and Bonanza newspaper are co-sponsoring a forum on the economy on October 16<sup>th</sup>. The forum will be held at St. Patrick's Episcopal Church in Incline and include representatives from both the McCain and Obama campaigns along with students from Sierra Nevada College.

- 11.5 The Winter Recreation Luncheon will be held on November 6<sup>th</sup> at the Alpine Meadows Main Lodge. Registration for the lunch begins at 11:30 a.m. A flyer will be going out requesting RSVPs.

## 12.0 MARKETING REPORT

- 12.1 Andy Chapman reported that the final report for this year's Autumn Food and Wine event will be presented to the Marketing Committee later this month and to the Board at next month's meeting. The Friday Grape Stomp event was very successful with 12 teams and 100 people for lunch. The Saturday events had 90% attendance at the seminars. He noted that 600 wine glasses were sold on Saturday. All events, with the exception of wine seminars, were open to the public. Andy reported that the Sunday Grand Tasting event was also very successful. The weather was good and there were over 70 booths. He noted that there were some Issues with site locations of some booths, but staff will address that in next year's planning.
- 12.2 The Location Based Map is in its final form and available for review at the NLTRA office. Andy encouraged all project partners to review the map and provide feedback before the document goes to print early next week.
- 12.3 Andy reported that the marketing plan and advertisements will soon be included on the [www.nltra.org](http://www.nltra.org) Web site for information and review. This feature should be online, under a marketing tab, within the next 30 days. The Lodging Subcommittee met yesterday to discuss the planning for a lodging property conference summit to discuss whether to participate in the SMERF (Social, Military, Educational, Religious, and Fraternal) conference markets. More information will be included as part of a ChamberEDucation program and a Leisure Sales trade show.

## 13.0 ACTIVITY REPORT

- 13.1 Ron Treabess reported that the next two Joint Infrastructure/Transportation Committee meetings scheduled for October 27<sup>th</sup> and November 24<sup>th</sup> have been cancelled and combined into one meeting scheduled for Tuesday, November 18<sup>th</sup>. The meeting will be held at the TCPUD beginning at 1:30 p.m. The committee will discuss the proposed Squaw Valley Visitor Information Center project and the TART cost analysis of the summer transit services. In addition, staff will provide the six month updated Integrated Work Plan. Tom Murphy asked about the status of the Squaw Valley bus shelters. Ron reported that the Placer County DPW still intends to complete the project this year.

## 14.0 PRESIDENT AND CEO'S REPORT

- 14.1 Steve Teshara reported that the Lake Tahoe Federal Advisory Committee has formally begun the process of developing recommendations for SNPLMA Round 10 funding. Peter Kraatz with the Placer County DPW has also been reappointed to the committee. The committee is still awaiting information in regards to the total funding available. The TRPA has prepared a project initiation report for the Lake Tahoe Waterborne project. He reminded the Board that there is an \$8 million federal authorization that Lake Tahoe can apply for. He said there is a series of planning steps required to request the funds from the Federal Transit Administration. The RFP Review Committee has formed for the Placer County County-wide Economic Development study. The committee is working with the Placer County Procurement Division on the review process proposals submitted. The goal is to have a consultant in place by early November with outcomes to be reported out at the Annual Placer County Economic Development Summit scheduled for March 2009. Finally, Steve reported that he is working with Pettit Gilwee on a press release announcing the completion of the Year End Report.

**15.0 DIRECTORS' COMMENTS**

- 15.1 Roger Beck expressed concern related to Jennifer Merchant's "no" vote on the infrastructure grant request for the museum project. Jennifer said staff reports requesting Infrastructure allocations always come through the CEO's office. She repeated that the CEO's office does not support the manner in which the funds requested are to be allocated. It's possible that the CEO's office may not take the item as recommended by the NLTRA to the Board of Supervisors. She will follow-up with the County on how to proceed. Steve Teshara confirmed that the museum committee has been active in meeting with each member of the Board of Supervisors and they have received positive feedback. Ron Treabess said he recognized that the CEO's office could leave the item off the agenda. Steve Teshara confirmed that a member of the Board of Supervisors could request that it be included on the agenda. Ron McIntyre expressed concern about a potential delay in project momentum. He suggested that after the business plan is completed, if any marketing funds are involved, we can pay a retroactive charge back to infrastructure from marketing. Roger said in addition to marketing issues in the plan, another CEO concern is whether funding should be used for an Executive Director position. He hopes we can get past that issue. Roger confirmed that his motion did not support funding marketing components of the project with infrastructure funds and suggested members of the Board of Directors meet to "carve out" marketing items, but move forward with project approval process. Debbie Casey said the Executive Committee will meet to discuss these issues further. Jennifer said the CEO staff will meet with the Chair of the Board of Supervisors to discuss how to proceed with this request.

**16.0 MEETING REVIEW AND STAFF DIRECTION**

- 16.1 Jennifer Merchant asked staff to agendize discussions related to the \$15,000 annual funding to the NTPUD and marketing components related to the museum project funding on next month's Board meeting agenda.

**17.0 ADJOURNMENT TO CLOSED SESSION**

- 7.1 The Board meeting adjourned to Closed Session at 10:30 a.m.

**18.0 RECONVENE TO OPEN SESSION**

- 18.1 The Board directed the Executive Committee to finalize the review process for NLTRA President & CEO Steve Teshara and establish his goals and objectives for FY-2008/09.

**19.0 ADJOURNMENT**

- 19.1 The meeting adjourned at 12:15 p.m.

Submitted by,  
Sarah Holster  
Executive Assistant





**FINANCE COMMITTEE MINUTES**  
Monday, September 29, 2008 – 11:00 a.m.

NLTRA Conference Room

**PRELIMINARY MINUTES**

**COMMITTEE MEMBERS IN ATTENDANCE:** Deb Dudley and Ron McIntyre, and Mark Giacomini (conference call)

**STAFF IN ATTENDANCE:** Steve Teshara, Andy Chapman, Sally Lyon, Ron Treabess, and Sarah Holster

**1.0 CALL TO ORDER – ESTABLISH QUORUM**

1.1 The meeting was called to order at 11:15 a.m. by Chairman Ron McIntyre and a quorum was established.

**2.0 PUBLIC FORUM**

2.1 There were no public comments.

**3.0 AGENDA AMENDMENTS AND APPROVAL**

3.1 **M/S/C (Dudley/McIntyre) (3/0) to approve the agenda as presented.**

**4.0 APPROVAL OF MINUTES**

4.1 **M/S/C (McIntyre/Giacomini) (2/0/1 Abstention-Dudley) to approve the Finance Committee minutes of August 25, 2008 as presented.**

**5.0 REPORT ON FOLLOW-UP ITEMS FROM PREVIOUS MEETINGS**

5.1 Sally Lyon updated the Finance Committee on the NLTRA's Infrastructure Project Tracking Form. Old and completed projects (through June 30<sup>th</sup>) have been removed to streamline the report. Sally intends to periodically include this report in the packet to update the committee.

**6.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE THE JULY 31, 2008 FINANCIAL STATEMENTS**

6.1 Sally Lyon reviewed the Financial Analysis for the one month ending July 31, 2008. The Statement of Financial Position showed that at the end of July operating cash is \$483,000. Marketing Cooperative cash is \$189,000 and Infrastructure cash is \$767,000. The receivable from the County for Marketing, Transportation, and G & A is \$3.5 million with one remaining payment from 2007/08 and twelve payments for the currently fiscal year. The current payment schedule starts September 2008 and runs through August

2009. Infrastructure funds being held by the County is booked as a separate receivable in the amount of \$6.2 million. Unearned revenue and deferred support related to Infrastructure is \$7 million. Chamber membership customer accounts receivable is down \$18,000 from a month ago. Accounts payable is up \$130,000 from a year ago due to Infrastructure and Transportation invoices recorded. Change in net assets is \$112,000 for the month of July and year-to-date.

- 6.2 The Statement of Cash Flows shows that cash and cash equivalents, including Infrastructure Investments, is down \$1.3 million from the same month a year ago primarily due to spending down of infrastructure cash. There is a total decrease in cash of \$38,000 for the month ending July 31, 2008.
- 6.3 Sally highlighted items on the variance report. She noted that Conference Sales came in under budget.
- 6.4 **M/S/C (Giacomini/Dudley) (3/0) to recommend to the NLTRA Board of Directors the approval of the July 31, 2008 Financial Statements.**

#### **7.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE THE AUGUST 31, 2008 FINANCIAL STATEMENTS**

- 7.1 Sally Lyon reviewed the Financial Analysis for the two months ending August 31, 2008. The Statement of Financial Position showed that at the end of August operating cash is \$494,000. Marketing Cooperative cash is \$126,000 and Infrastructure cash is \$759,000. The receivable from the County for Marketing, Transportation, and G & A is \$3.2 million with twelve payments on the contract for 2008/09. Infrastructure funds being held by the County is booked as a separate receivable in the amount of \$6.2 million. Unearned revenue and deferred support related to Infrastructure is \$7 million. Chamber membership customer accounts receivable is down \$51,000 from a month ago. Accounts payable is down \$10,000 from a month ago. Change in net assets is (\$40,000) for the month of August and \$71,000 year-to-date.
- 7.2 The Statement of Cash Flows shows that cash and cash equivalents, including Infrastructure Investments, is down \$1 million from the same month a year ago. There is a total decrease in cash of \$22,000 for the two months ending August 31, 2008.
- 7.3 Sally highlighted items on the variance report. She noted we received \$16,000 in grant funds for the Performing Arts Center feasibility study. Conference Sales is still behind budget. Sally reported that the transportation variance is due to timing. Ron Treabess explained that based on recommendations from Placer County auditors, TART billed the NLTRA for a portion of summer transportation costs earlier than normal. This billing came to the NLTRA prior to our receiving the monthly transportation allocation from Placer County. This funding is necessary to pay the earlier billings. Mark Giacomini said he will follow-up with the County about this issue and report back to Ron Treabess.
- 7.4 Discussion followed in regards to the August 31, 2008 Financial Statements.
  - 7.4.1 Deb Dudley asked about the process for requesting infrastructure funds from Placer County. Ron Treabess reported that at the beginning of the quarter, NLTRA staff will request projected quarterly costs and report on how funds were spent.
- 7.5 **M/S/C (Dudley/Giacomini) (3/0) to recommend to the NLTRA Board of Directors the approval of the August 31, 2008 Financial Statements.**

**8.0 COMMITTEE MEMBER COMMENTS**

- 8.1 Ron McIntyre suggested the County delay its new earlier billing for transportation services. He suggested next year the NLTRA and Placer County should conduct a cash flow analysis to get payments in a more timely fashion.
- 8.2 Deb Dudley asked for clarification regarding our budget funding since it is apparently no longer based on a percentage of TOT. Ron McIntyre said the budget is based on a number we request each year to maintain our programs and services. He added that the NLTRA recognizes that the County has budget problems this year. Ron said our Board needs to meet with Board of Supervisors to discuss future funding. Deb said the community has asked for justification in regards to the additional Placer County Film Office allocation when the County is asking the NLTRA to "tighten" its budget. She said it is perceived that the NLTRA and Placer County are not being fiscally responsible. Mark Giacomini said he would follow-up with the County in regards to this issue. Deb added that our committees are under the impression that our budget is based on a percentage of TOT. She said we need to address this issue, through a PR effort, with the community. Ron McIntyre clarified that expenditures based on the 8% tax are controlled by the Board of Supervisors and can be spent anywhere within Placer County. The 2% tax expenditures are also approved by the Board of Supervisors, but have to be spent in our area. Ron noted that 25% of our budget was cut this year, based on the formula that was used up until this year (60%-40% split). He said we need to review our baseline due to all the new payers and development coming online.

**9.0 ADJOURNMENT**

- 9.1 The Finance Committee meeting adjourned at 11:42 a.m.

Submitted by,  
Sarah Holster  
Executive Assistant



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**COMMUNITY MARKETING PROGRAM GRANT SUBCOMMITTEE  
MEETING MINUTES**

**September 30, 2008 – 9:00 a.m.**

**Tahoe City Public Utility District**

PRELIMINARY MINUTES

**SUBCOMMITTEE MEMBERS IN ATTENDANCE:** Kelly Atchley, Justin Broglio, Joy Doyle, Kay Williams and Cheri Sprenger

**CHAMBER/RESORT ASSOCIATION STAFF:** Kym Fabel, Steve Teshara and Whitney Parks

**OTHERS IN ATTENDANCE:** Pettit Gilwee, Ruth Schnabel, Pam Pokorny, Barbara Wilcox, Marc Sapoznik, Jacquie Chandler, David Colley, Ernie Brassard, James Rawie, Mike Young and Alex Mourelatos

**1.0 CALL TO ORDER – ESTABLISH QUORUM**

1.1 The meeting was called to order at 9:08 a.m. by Chair Justin Broglio and a quorum was established.

**2.0 PUBLIC FORUM**

2.1 Members of the Subcommittee and the audience introduced themselves.

**3.0 AGENDA AMENDMENTS AND APPROVAL**

3.1 **M/S/C (Atchley/Sprenger) (5/0) to approve the Community Marketing Program Grant Subcommittee agenda as presented.**

**4.0 CHAMBER PROGRAM AND PROJECT UPDATES – KYM FABEL**

4.1 Kym Fabel reported on upcoming events and mixers. The Annual Chamber Membership Luncheon will be held on Wednesday, October 1 at the North Tahoe Conference Center. There will be a mixer on October 9 at Cal-Neva. There will also be an Economy Forum at St. Patrick's Church in Incline Village on October 16. Several other events are included on the Fall Event Schedule in this month's meeting packet.

**5.0 PRESENTATIONS BY APPLICANTS FOR EVENT GRANTS FROM THE FY 2008/2009 COMMUNITY MARKETING PROGRAM (TOTAL AVAILABLE - \$10,000)**

5.1 The goal of this meeting is to listen to presentations from Community Marketing Program grant applications and begin deliberations on the development of grant recommendations for the full Chamber Advisory Committee on the amount of each grant to be rewarded. The Subcommittee will not finalize its

recommendations until the Tuesday, November 4<sup>th</sup> meeting. The total amount of money available in the Community Marketing Program Grant for special events and/or project applicants is \$10,000.

- **Geo Tahoe** – Jacquie Chandler and David Colley presented information regarding their grant application for Geotahoe.org (National Geographic Center for Sustainable Tourism). Jacquie explained the definition of Geotourism and discussed the importance of sustainable tourism in the North Lake Tahoe region. She presented a PowerPoint regarding Geotourism. She noted the 12 principles of Geotourism as defined by National Geographic. She said the grant would be used to create a central location housing sustainable tourism attractions in the Tahoe-Truckee region, as defined and selected by National Geographic. She discussed the connectivity of the Geotourism circle and how sustainable tourism positively affects both visitors and locals. The major project would be an online interactive map with video feeds. Jacquie said she is a professional story coach, and she would like to tell the sustainable story of Lake Tahoe.

Kelly Atchley asked how non-computer users could become involved in this project. Jacquie and David said printed maps would also be available and there would be materials regarding the project in National Geographic Adventure magazines.

Kay Williams asked Jacquie if the Subcommittee provided Geotahoe.org with less than the \$10,000 grant requested, if the Chamber would be out of the program. Jacquie said Geotahoe is working to collect grants from other sources. She needs the Chamber's support in order to expand this project and support sustainable tourism throughout Lake Tahoe.

Joy Doyle asked about the timeline of the project. Jacquie said they are trying to complete the project in one year. More information regarding this project can be found at [Crownthecontinent.net](http://Crownthecontinent.net) and [geotourism.org](http://geotourism.org).

Kelly Atchley asked who would make the decision regarding what businesses and attractions were listed as sustainable. Jacquie said the stewardship council chosen by the National Geographic would make the final decisions.

- **Granite Chief Communications** – Pam Pokorny presented for Granite Chief Communications on behalf of Bill Jensen. She discussed a former event called Spring Blast. The Lake Tahoe Melting Man Festival would be similar to the Spring Blast event as an end of winter kickoff to Spring. The event would promote environmental awareness and high-tech environmental aspects such as solar panels to help the man melt. The event would also include a robotics and environmental awareness expo, as well as a interactive photos, a laser show and digital fireworks on a screen behind the Melting Man. Pam discussed some various other events that could be included as a part of the Melting Man Festival such as the Miss Big Sunshine event, and the Spring Splash, an event to help fund water safety programs. The location is yet to be determined, but a possible local includes Cal-Neva, so the man could be in both California and Nevada. Pam said a good locale for the Spring Splash would be in Kings Beach. She said a ski and snowboard jam and half pipe contest could take place at the Tahoe City Golf Course. Sponsorship is still to be determined. Pettit Gilwee noted that just the name Lake Tahoe Melting Man would create great publicity and editorial content.
- **SnowFest! Of North Lake Tahoe/Truckee** – Ruth Schnabel presented information on SnowFest! She said this is a very successful event, so people assume it pays for itself, but this is not true. Funding is needed in order for this event to continue. Ruth said SnowFest is one of the biggest events in North

Lake Tahoe. It will take place from February 27 to March 8 in 2009. She noted that there was increased success of events in Kings Beach last year, and she expects to see more involvement from Truckee this year. She discussed the SnowFest! Gold Pass and gave a brief history of the pass. Currently, the ski resorts do not seem interested in recreating this pass which was initially a large source of funding for SnowFest!. There was discussion about sponsorship for 2009. GMR Works is hoping to display GM vehicles throughout the community; Miller/Coors will also be a SnowFest! Sponsor this year.

- **Squaw Valley Institute** - Barbara Wilcox and Mark Sapoznik reported on behalf of John Wilcox. Squaw Valley Institute has created an event "A Toast to Tahoe Skiing" to celebrate the heritage and branding as of North Lake Tahoe as one of the premier ski destinations in the country. The event will include food stations, a fashion show and a live auction, all set to theme of Tahoe skiing and snowboarding. Warren Miller will entertain the audience with stories, serving as MC and auctioneer. Mark noted that this event will help fund the Squaw Valley Institute and support their artistic and cultural events throughout year. Committee members were concerned that most of the print collateral has already been produced for this event and that the Chamber logo might not be able to appear, if a grant was awarded. Mark said the Chamber logo could be added to the Web site and any additional collateral. He also needs the help of the Chamber and its community partners to create more local exposure for this event.
- **Ta-Hoe Nalu** – Kym Fabel noted that Ernie Brassard began the application process for this grant last February. Ernie presented information on Ta-Hoe Nalu. He discussed the history of Stand Up Paddling, the original form of Hawaiian surfing. He reported that he wanted to get a few of his friends involved in a small scale Stand Up Paddle event at Lake Tahoe, and the popularity of the sport quickly spread throughout the region. Ta-Hoe Nalu is a non-profit organization created to expand and promote this eco-friendly sport. Ernie is asking for grant money to help support the Ta-Hoe Nalu Second Annual Stand Up Paddle Classic at North Lake Tahoe on July 26, 2008 and October 5, 2008. Ta-Hoe Nalu has a Web site with a scrapbook of various Stand Up Paddle events at [www.ta-hoenalu.com](http://www.ta-hoenalu.com). Pettit Gilwee noted that there is currently a lot of interest from media in new and different sports and events, and Ta-Hoe Nalu would be a great source of media coverage.
- **TOCCATTA** - James Rawie presented information on TOCCATTA, a young classical music organization that established its 501c3 status in 2003. This past summer was TOCCATTA's most successful season to date, with 21 concerts around the Lake Tahoe region. There were outdoor concerts at Sand Harbor and Homewood, as well as events in South Lake Tahoe, Carson City and Reno. TOCCATTA is based in Incline Village. The organization is asking for this grant money to help publicize and promote their reasonably priced concerts, "Messiah" and "Basically Barocco". In the last few days, the Resort at Squaw Creek has emerged as a possible venue for these concerts; North Lake Tahoe High School is another possibility. Most of the singers are volunteers from community; members of the orchestra are paid. TOCCATTA would like to create a series of "Messiah" concerts the week before Christmas. Currently, no money has been spent on print collateral; the only form of advertising is word of mouth. The Committee wondered if the event would drive out of area interest. James said Messiah is a premier Christmas concert that is family-oriented and helps expand arts and culture in the North Lake Tahoe at a very affordable price.

- **Trails and Vistas** - Nancy Lopez reported on Trails and Vistas, an event that takes place the weekend after Labor Day. Trails and Vistas is a guided hike that focuses on environmental stewardship and local culture. She is hoping the event can expand in the future to multiple weekends and multiple locations. She would like to offer the event to local children as field trip opportunity. Current sponsors include Truckee Tahoe Community Foundation and a grant from the Arts and Culture Council of Truckee Tahoe. Nancy invited the community to participate in the creation of the art on the trails; local poets created poetry banners. The event focuses on the importance between our bodies and the Earth, and the connection we have to each other and the Earth. The grant money would be used for print marketing/advertising collateral and production of a television spot. Nancy noted that this is an event that is unique to our area. It's a great collaboration between artists, non-profits, volunteers and locals. In the past, the event has been held on Donner Summit. Next year, the event may possibly be held at Alpine Meadows with the theme *Dancing with Horses*.

#### **Additional Commentary**

Justin Broglio and Steve Teshara reviewed next steps in the grant process with the Subcommittee and the grant applicants. Final Subcommittee recommendations will be made at the next meeting on Tuesday, November 4<sup>th</sup> at 9:00 a.m. Kay Williams reminded all the grant applicants about the marketing efforts available through the North Lake Tahoe Chamber and the Community Partners and about Pettit Gilwee's public relations opportunities.

Alex Mourelatos asked staff about the previous Infrastructure grant for Squaw Valley Institute. Steve confirmed that two grants, totaling \$15,000 were previously provided by the NLTRA to establish and sustain the Institute.

Justin discussed the possibility of splitting the grant money to save some funding for the Spring grant deadline. Alex felt it was important to be clear with applicants that this is an ongoing process, and everyone had good ideas. He noted that there are many events that need sponsorship, and it is important to make the Board aware of these events. Kym Fabel discussed the possibility of having one date for all applicants to be submitted next year, so the entire amount of money available could be distributed at the same time.

The Subcommittee members initiated preliminary discussion involving potential grant recommendations and exchanged feedback and ideas.

## **6.0 ADJOURNMENT**

- 6.1 There being no further business, the meeting was adjourned at 11:41 a.m.

Submitted by:

Whitney Parks, Administrative Assistant



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**LODGING SUBCOMMITTEE MEETING MINUTES  
September 30, 2008 – 1:00 p.m.**

**Board Room – Tahoe City Public Utility District**

PRELIMINARY MINUTES

**SUBCOMMITTEE MEMBERS IN ATTENDANCE:** Alex Mourelatos, Christy Beck, Alvina Patterson, Kay Williams (1:17 p.m.)

**NLTRA STAFF IN ATTENDANCE:** Steve Teshara, Kym Fabel, Whitney Parks and Andy Chapman

**OTHERS IN ATTENDANCE:** Jan Colyer and Peter Przybyslawski (Firelite Lodge)

**1.0 CALL TO ORDER – ESTABLISH QUORUM**

1.1 The meeting was called to order by Chair Alex Mourelatos at 1:12 p.m. No quorum was established.

**2.0 PUBLIC FORUM**

2.1 Peter Przybyslawski expressed concerns regarding winter shuttle bus service to Northstar. He said he feels that it is very important to provide regular shuttle bus service to Northstar, but last season, the connection was very unreliable. He would like to see at least three shuttle busses per day to Northstar. Both resort employees and visitors need and use this service. Jan Colyer reported that TART began bus service on Highway 267 last year for the first time. Ridership was very high with approximately 37,000 riders. Jan suggested that Peter and other concerned community members write a letter to TART or Northstar about bus/shuttle service to Northstar. There was discussion about where the bus stops were located and ways to make transferring to another bus/shuttle easier, especially when carrying ski/snowboard gear.

**3.0 AGENDA AMENDMENTS AND APPROVAL**

3.1 No quorum was established. The agenda was approved by consensus of the Subcommittee.

**4.0 APPROVAL OF MINUTES**

4.1 No quorum was established. The Lodging Subcommittee meeting minutes of June 3, 2008 were tabled.

**5.0 PRESENTATION ON WINTER TRANSIT OPERATIONS – JAN COYLER**

5.1 Jan Colyer distributed an overview of Winter 2008-09 Transit Information from December 20, 2008 through April 12, 2009. She discussed the free "Nightrider" shuttle service that will run nightly from 6:30 p.m. until midnight. The free night



shuttle service is funded by TOT dollars. Last year, the night shuttle had a total ridership of 30,816. Shuttles ran from Squaw Valley to Crystal Bay and back, Tahoe City to Tahoma and back and Crystal Bay to Northstar and back; Truckee numbers are not included in these statistics. Jan has other statistical information on ridership available if anyone is interested in learning more. She noted that all other bus and shuttle service will be the same as last year. She will work on expanding the transit service in Tahoe Vista. Alex Mourelatos discussed the possibility of plowing the parking lot at North Tahoe Beach in order to create a park and ride service to Northstar. Jan noted that there will be a TMA meeting next Thursday, and community members can voice their concerns to TART Supervisor Tony Middleton. She also discussed the New Year's Eve Shuttle which will run until 3:00 a.m. The Subcommittee agreed that offering service until 3:00 a.m. on New Year's Eve is necessary, especially for local employees. Jan discussed the expanded TART Day Service; busses will run hourly service on Highway 89. TART will operate from Truckee to Kings Beach via Highway 267. Busses will run from 6:00 a.m. to 6:00 p.m. Jan encouraged all lodging properties to take advantage of ski shuttle service for groups.

- 5.2 Jan discussed other transit information. TMA has an Adopt a Bus Shelter Program to help keep the bus shelters in good condition. She also reported on the local's sticker program; these stickers are available for \$10.00 at the Visitor Information Centers. The stickers assist locals in passing through Caltrans and CHP vehicle screening and road blocks during snowy conditions. Jan also noted that advertising is available onboard TART busses, airport shuttles, as well as the Town of Truckee busses. The ads are 11.25 by 30 inches. Jan reported that the North Lake Tahoe Express will implement a small fare increase this year. Based on subsidy paid and number of passengers on this service, the subsidy cost per passenger for FY 2006/07 was \$12.31, \$8.39 for FY 2007/08 and \$4.87 for summer FY 2008. Beginning November 15, 2008, the rate will increase to \$40.00 per person for one way.
- 5.3 Peter Przybyslawski expressed concern regarding that all bus stops should have uniform signs for shuttle service. He reported that depending on the driver, the shuttle stops at various locales; he feels the service should be more uniformed. Jan reported that all TART bus stops have signs. She also noted that she is unable to post additional signs on Caltrans highway right of way. There was discussion regarding the commission associated with lodging properties booking the North Lake Tahoe Express for their guests.

## 6.0 DISCUSSION ON CONFERENCE SALES SMERF CHANNELS

- 6.1 Alex Mourelatos noted that based on feedback from the Lodging Property Survey, there is a clear lack of understanding regarding Travel/Leisure sales and Group sales. In connection with his work on the North Tahoe Conference Center in Kings Beach and as Chair of the Lodging Subcommittee, Alex would like to discuss the SMERF channels. SMERF stands for Social Military Educational Religious Fraternal. These are each segments of the group business and meetings industry. Alex reported that group sales functioning at the conference level is doing well, but he would like to do a better job of penetrating the SMERF market. Alex noted that the lodging community could utilize this market by generating leads for all North Lake Tahoe conference properties, including the North Tahoe Conference Center in Kings Beach. There was some discussion about what types of groups fit into the SMERF category. Christy Beck noted that this category includes family reunions, church groups, wedding and other social-oriented functions. The markets vary depending on the type of meeting space available. Alex noted that conference sales are important due to the high

number of room nights booked through this type of sales. The Subcommittee discussed how the lodging properties would be able to utilize the Conference Center in Kings Beach by booking the conference center for meetings while the conference attendees can book room nights at their lodging properties. This opportunity can also be utilized by property management associations. Kay Williams suggested the possibility of hiring a conference sales person at the NLTRA to focus on the SMERF market for the entire community. Alex would like to schedule a meeting with Jason Neary, Christy Beck and other interested parties to further discuss ways to penetrate and utilize the SMERF market.

## 7.0 DISCUSSION ON RELEVANT CHAMBER EDUCATION EVENTS OR SPEAKERS

7.1 Andy Chapman asked the Subcommittee for suggestions on what type of educational programs would be helpful for lodging properties. Some suggestions included:

**Leisure Sales Review Show** - 3<sup>rd</sup> Party Providers/Wholesalers will present information in a meeting format and then provide information at tables in a trade show format.

- Alvina expressed concern that no one has contacted her to discuss 3<sup>rd</sup> Party extranet service. NLTRA must follow-up with all interested properties that participated in the lodging survey.
- Invite Travelocity, Expedia, Silver Voyages, Mountain Travel Symposium and others to attend the meeting/trade show.

**Getting the most out of your Chamber membership** – discuss ways to utilize Chamber benefits, as well as how to use Cool Deals

- Alvina agrees that more explanation is necessary regarding how to utilize Cool Deals.
- Smith and Jones could also provide a Web site seminar and ways to better use and understand search engine optimization.

Subcommittee members expressed concern about how to ensure that Lodging community members will attend these seminars. The Subcommittee agreed that staff should follow-up with all properties with a phone call and perhaps a written letter. Emails may be overlooked. The Subcommittee asked staff to figure out how many rooms a property must have in order to participate with 3<sup>rd</sup> party wholesalers.

## 8.0 REVIEW OF WINTER ADVERTISING EFFORTS

8.1 Andy Chapman included the Winter Marketing Media Plan, the Consumer Marketing Annual Planning Outline and the North Lake Tahoe Marketing Cooperative Annual Review in this month's packet for the Subcommittee's review. He discussed that in the near future, North Lake Tahoe ad samples, including the name of the publication and dates ran, will be available at [www.nltra.org](http://www.nltra.org), so community members can review current North Lake Tahoe advertisements. Andy will let community members know when this function is available.

8.2 Alex Mourelatos noted that Snowbomb will host a ski show in San Francisco from November 4<sup>th</sup> to 6<sup>th</sup>. He encouraged everyone to participate by forming cooperative booths for North Lake Tahoe.

## 9.0 MEETING SCHEDULE

9.1 The next meeting will be held on Tuesday, December 2<sup>nd</sup>.

**10.0 STANDING REPORTS**

10.1 The following standing reports are now posted on [www.nltra.org](http://www.nltra.org):

- Reno/Tahoe International Airport July Report
- August Search Engine Optimization Report
- August GeoTracking Report
- August Web Report
- August Click Through Report
- August MTRiP Report
- September Public Relations Report

**11.0 ADJOURNMENT**

9.1 The Lodging Subcommittee meeting adjourned at 3:06 p.m.

Submitted by:

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**MARKETING COMMITTEE MEETING MINUTES  
October 28, 2008 – 2:00 p.m.**

**Tahoe City Public Utility District**

PRELIMINARY MINUTES

**COMMITTEE MEMBERS IN ATTENDANCE:** Dan Tester, Deb Dudley, Ron Parson, Les Pedersen, Julie Maurer, Christine Horvath, Lolly Kupec (2:06 p.m.), Debbie Casey (2:14 p.m.)

**NLTRA STAFF IN ATTENDANCE:** Andy Chapman, Jason Neary, Jeremy Jacobson, Judy Laverty, Kym Fabel and Whitney Parks

**OTHERS IN ATTENDANCE:** Greg Gibonney, Pettit Gilwee, Cathy Davis, Wendy Hummer (2:05 p.m.), Cheri Sprenger (2:25 p.m.)

**1.0 CALL TO ORDER – ESTABLISH QUORUM**

- 1.1 The meeting was called to order by Chair Dan Tester at 2:03 p.m. and a quorum was established.

**2.0 PUBLIC FORUM**

- 2.1 Members of the audience introduced themselves. Dan Tester noted that audience introductions will now become a regular part of Public Forum.
- 2.2 Andy Chapman distributed copies of the North Lake Tahoe 2008/09 Vacation Planner to the Committee and members of the audience. This year, the planner contains information for North Lake Tahoe only. In the past, the planner has been created in conjunction with South Lake Tahoe.
- 2.3 Andy Chapman distributed copies of the North Lake Tahoe Marketing Resource Guide from July 2008 to June 2009. This informational resource guide contains a variety of information including: target audience/market, objectives & goals, media breakdown by region and season, and financials through June 30, 2009.
- 2.4 The North Lake Tahoe Resort Association Web site [www.nltra.org](http://www.nltra.org) is currently being updated to include a marketing informational section. The section will include information on current ads and media buys, budgets, etc.
- 2.5 Pettit Gilwee reported that Lake Tahoe was the number one ski destination booked on Orbitz for this winter.

### 3.0 AGENDA AMENDMENTS AND APPROVAL

#### 3.1 M/S/C (Dudley/Parson) (7/0) to approve the Marketing Committee agenda as presented.

- The Lake Tahoe Autumn Food and Wine Festival final report will be given at the November Marketing Committee meeting.

### 4.0 APPROVAL OF MARKETING MEETING MINUTES

#### 4.1 M/S/C (Parson/Dudley) (5 /0 – Abstentions - Tester and Maurer) to approve the Marketing Committee meeting minutes of September 23<sup>rd</sup>, 2008 as presented.

### 5.0 REVIEW OF 2008/09 WINTER CONSUMER ADVERTISING PLAN

5.1 Andy Chapman noted that the October through March Winter Media Plan was included in this month's meeting packet. Wendy Hummer reported on highlights of the Media Plan. She noted that for *Drive Market Print*, San Francisco Magazine is new to the plan. There will be a display ad in the Reno/Tahoe Section of *Sunset Magazine*. The outdoor billboard on the Bay Bridge will run from November to March. For *Destination Market Print*, there will be a half page ad in *Newsweek LA Metro Buy* in November and January. There will also be a half page ad in the Western Circulation of *Outside Magazine*. Ron Parson expressed concern about how these ads will be measured. Wendy noted that the online ads can be tracked via clicks and impressions. She noted that many of the regional magazines are placed under drive market buys. There is a full page ad in the *Ski Press Coop* with 4 regional partners (Alpine Meadows, Diamond Peak, Sugar Bowl and North Tahoe Express). Wendy also reported on Internet buys. She noted that purchasing ads on *Sunset.com* may be a better fit in Spring and Summer. The internet buys are tracked through impressions, clicks and third party tracking systems. Wendy also noted that many of these buys have been run before either through the NLTRA or other EXL clients, so Wendy has data on the success of these buys. Cathy Davis reported on the direct response newsletter piece. It was distributed to a 55,000-60,000 member database. She noted that many of the direct response costs have been diverted to direct media. There will also be monthly email blasts to an existing email database. These blasts will include information on events, activities, Cool Deals and other pertinent information.

### 6.0 REVIEW OF 2008/09 N IS FOR NORTH CREATIVE CHANGES

6.1 Andy Chapman said that in last month's meeting, Committee member Christine Horvath requested to review creative changes after the input from the focus groups and ad awareness studies. Greg Gibonney from Smith and Jones will present the changes to the creative campaign. The N was very strong and contemporary. The tagline has been changed to "North Lake Tahoe". "N is for North" is still being used in drive market as a headline. The Neighborhoods concept was poorly received by all groups. Overall the simple and clean feel of the ads was well received and effective. Greg noted the biggest changes are in regards to the logo. The N will now become the logo; no other logo will be used. Since the tagline is "North Lake Tahoe", it serves the purpose the logo had previously served. The new look began with the winter advertising campaign.

- 6.2 Deb Dudley asked about new photography. Greg noted that there are four new images: 2 for summer and 2 for winter. These shots are hero shots. There is also a library of photos from Tom Zikas in the portfolio moving forward. Ron Parson said from his experience, guests are interested in learning what locals do and what they can do while visiting this area. Deb Dudley and Andy Chapman noted that the updated vacation planner and the new in-market map have a consistent look and feel and contain "insider information". Ron Parson suggested sending out the recommendations page in this packet as a concepts learned from the community meetings and suggested emailing this information to all attendees of the community meetings. Lolly Kupec discussed the importance of promoting the 12 ski resorts in Lake Tahoe, and the 7 resorts on the interchangeable lift tickets. Julie Maurer suggested listing the ski resorts on some of the advertising/message.

**7.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE A RECOMMENDATION TO THE NLTRA BOARD OF DIRECTORS REGARDING A POLICY RELATED TO EXTERNAL JURISDICTION MARKETING (TRUCKEE), CONSISTENT WITH SECTION 2.H OF THE FY 2008/09 PLACER COUNTY/NLTRA AGREEMENT, AND ACTION STEPS AS THIS POLICY RELATES TO TRUCKEE**

- 7.1 Debbie Casey noted that Placer County has asked that an actual policy be put in place with a timeline. The County contract was specific on how the policy should be stated. She noted that the timeframes listed in this document will be extremely difficult for Truckee, but the document was written in a way to leave room for this discussion to continue and allow the NLTRA to work further with Truckee in the future.
- 7.2 **M/S/C (Parson/Kupec) (5/2- Opposed Dudley/Maurer – objected to the rigidity of the policy in particular the wording of Step 2) to approve a recommendation to the NLTRA Board of Directors regarding the external jurisdiction marketing policy and adoption of the three action steps as specifically related to the Town of Truckee with the proviso that the policy be provided to the Town of Truckee.**
- 7.3 Debbie Casey said she had hoped that a representative from Placer County would be present today to receive feedback regarding this policy before the document moves forward to the NLTRA Board. Lolly Kupec expressed concern that one lodging property in Truckee would not be able to participate unless Truckee as a whole agreed to this policy and agreed to participate in the North Lake Tahoe Marketing Cooperative. Deb Dudley said she feels this document sets a dangerous precedence and feels it is being forced by the County, and she noted the past success of creating cooperative agreements. She feels the NLTRA should have been given the opportunity to work in cooperation with Truckee. Ron Parson feels that Truckee did have this opportunity. Debbie said she feels that is a combination of both situations discussed by Deb and Ron. Lolly expressed concern about the budget amounts listed in the policy. Debbie noted that the equitable coop contribution in the amount of \$147,026 was an agreed upon amount as "Truckee's fair share". Andy reported that the Cooperative agreement with Incline Village combines 45% of the Incline Village/Crystal Bay Marketing budget with 45% of the NLTRA Marketing budget.

**8.0 REVIEW, DISCUSSION AND POSSIBLE ACTION OF PROPOSED REVISION TO THE NLTRA APPROVED PERFORMANCE MEASUREMENT REPORTING DOCUMENT**

- 8.1 Ron Parson stated that this document should have two sections – input and results (output), e.g. this amount was put in, and this amount was received from the input. Andy Chapman noted that there are different ways to track input depending on the type of marketing (e.g., it is easier to track conference sales than leisure sales). Ron said there are two questions: 1. What did we do? And 2. How did we measure what we did? Christine Horvath wondered if this data would make more sense organizationally to compare season over season. Andy said this report is laid out the way the information must be reported to the County. Andy noted that the previous document was not necessarily hitting on some of the most important marketing information. Andy asked Wendy and Cathy to report on some of the media elements of the reporting document. Wendy suggested removing reach and frequency. She said the number was not valid since there is such a wide target market. Gross impressions were still included as a measurement. Wendy reported on web response/inquiries; she noted that these are the numbers that we receive back – total paid clicks, average cost per click, etc.
- 8.2 Cathy Davis reported on the total publication leads: number of brochure/planner requests, total email database, total direct mail database. She would also like to include ad recall/awareness and cost per aware visitor based on ad spend. She would like to review the percent of direct/bookmarked visitors, time spent on consumer website, and the number of cool deals posted and cool deal page views. She would like to see a correlation between these two. She noted that it is also important to measure the number of exits to lodging property sites. Cathy reported on the GoTahoeNorth geographic breakdown; this will include tracking information on the top five cities, visits by CA cities, breakdown of Northern California and Southern California visitors, as well as the percent of total visitors and outside CA visitors. Lolly Kupec asked why the higher success in the LA Market. Wendy noted that as a collective group, Lake Tahoe is creating more impressions and awareness in the LA Market. She noted that the website clicks report was only established a year ago; we must wait to see if and what patterns develop.
- 8.3 Pettit Gilwee reported on PR additions to the reporting document. She would like to measure the percentage of positive media placement; the percentage of media coverage reaching the target audience, and the percentage of media coverage that includes the website address.
- 8.4 Andy Chapman reported on changes to event marketing section of the reporting document. He would like to measure the total attendance of each NLTRA-supported event. Judy Lavery reported on Autumn Food and Wine additions to the reporting document. New reporting information will include: total attendance numbers for all three days of the event, total vendor participation, total web impressions, total web click thrus and public relations advertising equivalency. Ron Parson suggested adding number of room nights and the public relations equivalency for all NLTRA-supported events. Wendy suggested reporting out of market attendance of the event. Pettit noted that not all events have public relations reporting documentation in place.
- 8.5 Jason Neary reported on the Conference section of the document. All of this information will remain as is. Jason would also like to include the amount of booked lodging revenues. Jeremy Jacobson reported on the Leisure Sales section. He noted that all Leisure Trade Shows are coops, and he thinks number

of brochures should be measured only in international markets, as a decrease may show in the domestic market. Les Pedersen suggested that Jeremy also track the top 10 partners. Ron Parson suggested including more output information from Leisure Sales.

- 8.6 Andy Chapman is looking for direction regarding the proposed revisions to the performance document. He noted that the document will require further development before being brought back to the Marketing Committee for final review and recommendation. Lolly Kupec suggested the reporting document be kept as a fluid document so information can be added as it develops. Dan Tester noted the importance of attaching quantitative goals to the reporting document, relative to what types of marketing have been done in the past and the targets we are trying to reach.

## 9.0 DISCUSSION ON MARKETING DECISION TOOL DEVELOPMENT

- 9.1 Dan Tester, Ron Parson and Andy Chapman met last week to discuss the Marketing Decision Tool concept. Andy noted the purpose is to identify need periods by quarters and locations in the region, designed to determine demand periods at mountain resorts vs. lake resorts. The concepts discussed were 1. Improve patterns of business. 2. Breakdown by travel segment. 3. Determine areas of opportunity. 4. Develop marketing programs during these time periods.
- 9.2 Ron Parson discussed the angst in the community regarding the marketing directions of the NLTRA; he noted the importance of the legitimacy of this information. The Marketing Committee should be able to explain to the community the importance of NLTRA marketing and its marketing plan. There must be methodology to justify what this Committee does as an entity. Ron created slides and distributed the information to the Committee. He noted that the statistics do not have to be exact, only guidelines. This information could include types of visitor businesses, lodging performance by geographic area, food performance by geographic area. We must choose what to measure and create measurable guidelines. This study will be a one time analysis of food, recreation and retail. This study could help to shape the future development of the marketing plan. The next steps are to find data to demonstrate the patterns of various tourism-based business and breakdown this information by travel segment and area of opportunity. The Marketing Committee should then develop programs to fill these areas.
- 9.3 Whitney Parks suggested using the North Lake Tahoe Truckee Leadership program to gather the data for this project. Andy Chapman suggested involving members of the Chamber of Commerce Advisory Committee. Dan Tester suggested creating a working group/task force to help determine the type of information or data for the leadership program or Chamber Advisory Committee to help find and correlate.
- 9.4 The Marketing Decision Tool Development working group/task force will consist of Ron Parson, Dan Tester, Lolly Kupec and NLTRA staff.

## 10.0 DEPARTMENTAL REPORTS

- 10.1 **Advertising** – Cathy Davis reported on some highlights of the Advertising Report. She noted that the NLTRA participated in a CTTC Coop print promotion which is being distributed in the western circulation in the October Travel & Leisure, October National Geographic, November Food & Wine and the October 11<sup>th</sup> issue of the Vancouver Sun newspaper. The NLTRA received a free email



blast to Outside Magazine's database of 45,000. Cathy reported on the development of a "Tell Your Story" section which allows users to post photos/videos and share their North Lake Tahoe experience. This is the NLTRA's first attempt at user-generated content. The Fabulous Fall campaign was launched in September with components that included a 4"X6" postcard to 10,000 recipients, a splash page online, featured event listings on the GoTahoeNorth homepage and an email-blast. A standards manual is currently being developed which will provide an overview of the N campaign and how elements may be adapted and used by members.

- 10.2 **Conference Sales** – Jason Neary reported that he recently hosted site inspections for Medtronic and Legacy Entertainment. The combined impact of these groups would be \$90,000 in room revenue in the North Lake Tahoe area. Jason also attended the Incentive Travel and Motivation Executives show in Chicago where there was access to over 6,000 group travel buyers. He also hosted a very successful client event reception. He attended the Affordable Meetings show in Washington DC which has been the top producing segment for the NLTRA over the past 3 years. In October, Jason hosted site inspections for the Western Association of Fastener Distributors and the US & Canadian Academy of Pathology; the impact of these groups would be around \$250,000 in room revenue.
- 10.3 **Leisure Sales** – Jeremy Jacobson reported that in September, Mountain Reservations hired a full-time specialist in South Lake Tahoe. Jeremy also participated in domestic ski trainings and sales calls in Utah and Colorado. He reported that Cotswold Outdoor shot photography for their summer catalog at Lake Tahoe, and they may return for shooting for their winter catalog. Jeremy reported on the Wholesalers/Trade show concept to be held tentatively on November 17. This idea was generated in the Lodging Subcommittee meeting. The NLTRA will invite Expedia, Travelocity, Damon Nelson Travel and Mountain Reservations to a half day informal workshop/tradeshaw with presentations and informational booths in order for the wholesalers to solicit and secure new contracts and for lodging properties to better understand third party contracts and the business they can generate.
- 10.4 **Special Projects** – Judy Lavery reported that Autumn Food and Wine Festival planning for next year has began. She noted that planning must begin 18 months out. Starting next month, she will participate in a series of meetings with Northstar for planning and development for next year's event. She is also meeting with Ritz Carlton to discuss their involvement in next year's event. Judy reported that she has some new ideas about bringing in more retailers and restaurants. Negotiations with major corporate sponsors have also begun. She reported that Learn to Ski and Board has been launched with email blast, media plan and a web splash page. Judy noted that the community master calendar is available at [ww.northlaketahoechamber.com](http://ww.northlaketahoechamber.com).

Lolly expressed concern about the lack of efforts from the NLTRA in regards to weddings. Debbie Casey noted that the NLTRA leverages time and money to the Wedding and Honeymoon Association. This can be discussed further in the future with the Wedding and Honeymoon Association.

- 10.5 **Public Relations** – Pettit Gilwee reported that she is working with both Sunset Magazine and Self Magazine on future Tahoe stories. She is also coordinating a press trip for Guy Fieri of the Food Network. There are currently six news releases in the works; 10 releases have been distributed since the September 16 report and Pettit has responded to 33 media leads.

Ron Parson suggested using bullets and scorecard information on each departmental report.

#### **11.0 COMMITTEE MEMBER COMMENTS**

- 11.1 Dan Tester complimented each department on the written documentation in the departmental reports.
- 11.2 Ron Parson stressed the importance of including 50<sup>th</sup> Olympic Anniversary information in NLTRA Marketing efforts.

#### **12.0 STANDING REPORTS**

- 12.1 The following standing reports were posted on nltra.org:
  - September Search Engine Optimization Report
  - September GeoTracking Report
  - September Web Report
  - September Click Thru Report
  - September MTRiP Report

#### **13.0 ADJOURNMENT**

- 13.1 The Marketing Committee meeting adjourned at 4:40 p.m.

Submitted by:

Whitney Parks,  
Administrative Assistant

**Monthly Report September 2008**  
**CONFERENCE REVENUE STATISTICS**  
**Year to Date Bookings/Monthly Production Detail/FY 08/09**  
 Prepared By: Anna Atwood, Sales/Marketing Coordinator

<b>Total Revenue Booked for FY 08/09 as of 9/30/08</b>	<b>\$ 1,971,518 * Estimated</b>
<b>Forecasted Commission for this Revenue:</b>	<b>\$ 138,653</b>
<b>Number of Room Nights:</b>	<b>12478</b>
<b>Number of Delegates:</b>	<b>5399</b>
<b>Annual Revenue Goal for FY 08/09:</b>	<b>\$2,000,000</b>
<b>Annual Commission Goal for FY 08/09:</b>	<b>\$140,000</b>
<b>Number of Tentative Bookings as of 9/30/08:</b>	<b>65</b>

**Monthly Detail/Activity for September:**

<b><u>Number of Groups Booked:</u></b>	<b>5</b>
Revenue Booked:	<b>\$ 172,818</b>
Projected Commission:	<b>\$ 5,440</b>
Room Nights:	<b>1046</b>
Number of Delegates:	<b>435</b>
Booked Group Types:	<b>5 Corp.</b>
Lost Business, # of Groups:	<b>12</b>

**Arrived in the month of September:**

Number of Groups:	<b>12</b>
Revenue Arrived:	<b>\$ 352,323</b>
Projected Commission:	<b>\$ 13,496</b>
Number of Room Nights:	<b>2245</b>
Number of Delegates:	<b>1182</b>
Arrived Group Type:	<b>5 Corp., 2 Assoc., 2 TA's, 1 Govt., 1 University and 1 Seminar</b>

**Monthly Detail/Activity for August:**

<b><u>Number of Groups Booked:</u></b>	<b>3</b>
Revenue Booked:	<b>\$ 34,219</b>
Projected Commission:	<b>\$ 2,957</b>
Room Nights:	<b>343</b>
Number of Delegates:	<b>165</b>
Booked Group Types:	<b>2 Corp and 1 Foundation</b>
Lost Business, # of Groups:	<b>11</b>

**Arrived in the month of August:**

Number of Groups:	<b>5</b>
Revenue Arrived:	<b>\$ 37,094</b>
Projected Commission:	<b>\$ 3,412</b>
Number of Room Nights:	<b>275</b>
Number of Delegates:	<b>183</b>
Arrived Group Type:	<b>2 Corp., 2 Assoc., 1 Govt. and 1 University</b>

**Monthly Detail/Activity for July**

<b><u>Number of Groups Booked:</u></b>	<b>6</b>
Revenue Booked:	<b>\$ 174,483</b>
Projected Commission:	<b>\$ 9,756</b>
Room Nights:	<b>1045</b>
Number of Delegates:	<b>614</b>
Booked Group Types:	<b>1 Corp., 3 Assoc., 1 TA and 1 Seminar</b>
Lost Business, # of Groups:	<b>10</b>

**Arrived in the month of July:**

Number of Groups:	3
Revenue Arrived:	\$ 161,513
Projected Commission:	\$ 11,154
Number of Room Nights:	1265
Number of Delegates:	710
Arrived Group Type:	3 Assoc.

**Future Year Bookings, booked in this fiscal year:**

		(Goal)
For 2009/10:	\$477,552	\$ 750,000
For 2010/11:	\$607,999	\$ 200,000

**NUMBER OF LEADS Generated as of 9/30/08: 48**

**Total Number of Leads Generated in Previous Years:**

2007/2008: 209  
2006/2007: 205  
2005/2006: 240  
2004/2005: 211  
2003/2004: 218  
2002/2003: 247  
2001/2002: 293  
2000/2001: 343  
1999/2000: 415  
1998/1999: 456  
1997/1998: 571  
1996/1997: 484  
1995/1996: 379  
1994/1995: 450  
1993/1994: 374

**Monthly Report September 2008**  
**CONFERENCE REVENUE STATISTICS**

**South Shore Properties**

**Year to Date Bookings/Monthly Production Detail/FY 08/09**

**Prepared By: Anna Atwood, Sales & Marketing Coordinator**

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<b>Total Revenue Booked for FY 08/09 as of 9/31/08:</b>	<b>\$581,508 *Estimated</b>
<b>Forecasted Commission for this Revenue:</b>	<b>\$34,465</b>
<b>Number of Room Nights:</b>	<b>4267</b>
<b>Number of Delegates:</b>	<b>3020</b>
<b>Annual Revenue Goal for FY 08/09:</b>	<b>\$600,000</b>
<b>Annual Commission Goal for FY 08/09:</b>	<b>\$42,000</b>
<b><u>Number of Tentative Bookings as of 9/31/08:</u></b>	<b><u>67</u></b>

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**Monthly Detail/Activity for September:**

<b><u>Number of Groups Booked:</u></b>	<b>1</b>
Revenue Booked:	<b>\$ 8,872</b>
Projected Commission:	<b>\$ 1,064</b>
Room Nights:	<b>62</b>
Number of Delegates:	<b>47</b>
Booked Group Types:	<b>1 Assoc.</b>
Lost Business, # of Groups:	<b>13</b>

**Arrived in the month of September:**

Number of Groups:	<b>4</b>
Revenue Arrived:	<b>\$ 87,191</b>
Projected Commission:	<b>\$ 8,381</b>
Number of Room Nights:	<b>746</b>
Number of Delegates:	<b>600</b>
Booked Group Type:	<b>2 Corp., 1 Assoc. and 1 TA</b>

**Monthly Detail/Activity for August:**

<b><u>Number of Groups Booked:</u></b>	<b>0</b>
Revenue Booked:	<b>\$ 0</b>
Projected Commission:	<b>\$</b>
Room Nights:	
Number of Delegates:	
Booked Group Types:	
Lost Business, # of Groups:	<b>12</b>

**Arrived in the month of August:**

Number of Groups:	<b>4</b>
Revenue Arrived:	<b>\$ 84,077</b>
Projected Commission:	<b>\$ 5,892</b>
Number of Room Nights:	<b>598</b>
Number of Delegates:	<b>335</b>
Booked Group Type:	<b>2 Corp., 1 TA and 1 Seminar</b>

**Monthly Detail/Activity for July**

<b><u>Number of Groups Booked:</u></b>	<b>4</b>
Revenue Booked:	\$ 54,081
Projected Commission:	\$ 5,176
Room Nights:	425
Number of Delegates:	795
Booked Group Types:	1 Corp., 1 Smerf and 2 TA's
Lost Business, # of Groups:	6

**Arrived in the month of July:**

Number of Groups:	<b>1</b>
Revenue Arrived:	<b>\$ 1,350</b>
Projected Commission:	\$ 162
Number of Room Nights:	15
Number of Delegates:	5
Booked Group Type:	1 TA

**Future Year Bookings, booked in this fiscal year:**

		(Goal)
<b>For 2009/10:</b>	<b>\$ 212,946</b>	<b>\$200,000</b>
<b>For 2010/11:</b>	<b>\$</b>	<b>\$100,000</b>

**NUMBER OF LEADS Generated as of 9/31/08: 46**

**Total Number of Leads Generated in Previous Years:**

**2007/2008: 203**  
**2006/2007: 155**  
**2005/2006: 213**  
**2004/2005: 183**  
**2003/2004: 194**  
**2002/2003: 233**  
**2001/2002: 257**  
**2000/2001: 248**  
**1999/2000: 323**  
**1998/1999: 366**

## **NLTRA MARKETING/ CONFERENCE ACTIVITY REPORT FOR OCTOBER 2008**

### **KEY MEETINGS/LUNCHEONS/RECEPTIONS ATTENDED BY STAFF**

- Attended RMC Marketing Committee Meeting: Andy
- Attended RMC Board Meeting: Andy
- Attended SJ Marketing Meeting: Andy
- Attended NLTRA Board Meeting: Andy
- Attended Chamber Annual Member Lunch: Andy
- Attended October Marketing Committee Meeting: Andy, Jeremy, Judy, Jason
- Attended CTTC California Snow Campaign Committee Meeting: Andy
- Attended CTTC Marketing Advisory Committee Meeting: Andy
- Attended CTTC Rural Tourism Council Meeting: Andy
- Attended CTTC Commission Meeting: Andy
- Attended Finance Committee Meeting: Andy
- Attended NLTRA Executive Committee Meeting: Andy
- Attended SJ Marketing web meeting: Judy, Andy, Whitney
- Attended NLTRA staff meeting: Andy, Judy, Whitney
- Attended Chamber Mixer: Whitney, Jeremy
- Met with Biltmore sales team: Jeremy

### **SPECIAL PROJECTS**

- Attended AFW Post Meetings: Andy, Judy
- Finalizing North Lake Tahoe Vacation Planner: Andy
- Meeting with Ritz-Carlton Club on AFW participation: Andy, Judy
- Daily content mgmt. of GoTahoeNorth and NLT Chamber websites, Judy
- Participated in International Culinary Tourism webinar: Judy
- Attended Truckee Chamber Community Awards Dinner: Judy, Whitney
- Hosted Mountain Reservations FAM: Jeremy
- Hosted Cotswold Outdoor summer brochure shoot: Jeremy
- Organized SSMC ski shows for Ski Lake Tahoe: Jeremy
- Conducted CO and UT sales mission training over 100 agents: Jeremy
- Meeting with Ritz-Carlton sales staff : Jason
- Attended CalSAE planning meeting: Jason
- Attended Holiday Showcase planning meeting: Jason
- Hosted site visit for Western Association of Fastener Distributors: Jason
- Hosted site visit for US & Canadian Academy of Pathology: Jason
- Attended Reno-Tahoe Meetings Marketing Coop: Jason