

NLTRA Board of Directors
Minutes
Wednesday, May 3, 2017 at 8:30 a.m.
TCPUD Boardroom

Board members in attendance: Karen Plank, David Tirman, Christy Beck, Brett Williams, Samir Tuma, Aaron Rudnick, Jennifer Merchant, Brendan Madigan, Adam Wilson, Tom Lotshaw, Gary Davis arrived at 8:49

Others in attendance: Ron Treabess, Natalie Parrish, JT Thompson, Sandy Evans Hall, Dawn Baffone, Sarah Winters, Erin Casey, Joy Doyle, Amber Burke, Al Priester, Wally Auerbach, Stacy Caldwell, Lindsay Romack, Kelli Toomey, Alex Mourelatos, Jim Phelan, Cindy Gustafson, Jody Poe, Ramona Cruz

A. Called to order at 8:33 a.m. Established Quorum.

B. Public Forum: Any person wishing to address the Board of Directors on items of interest to the Board not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Board on items addressed under Public Forum.
None.

C. Agenda Amendments and Approval-MOTION
M/S/C (Brett/Samir/9-0-0)

D. Consent Calendar-MOTION
M/S/C (Brett/Aaron/9-0-0)

All items (in Bold) listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board, and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar motions.

1. Board Meeting Minutes –April 5, 2017
2. Special Board Meeting Minutes – April 21, 2017

The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at www.nltra.org

3. Committee Minutes – April, 2017
 - a. BACC April 20, 2017
 - b. CI/T April 24, 2017
 - c. Marketing April 21, 2017
 - d. Finance April 27, 2017
4. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors or funding requested is under \$50,000)
 - a. No contracts at this time

E. Financial Report

1. Review of financial reports for March
 - Al reviewed the Finance Staff Report handout.
 - Adam questioned the \$94,000 difference in salary and if commissions were taken into account and Al said commissions were accrued.
 - Jennifer questioned the Chamber dues outstanding balance and if the reserve is compensating. Al said the 60-90 days past due category is under review by Natalie and majority should be collected.
 - Jennifer asked about the reserve and Al explained where it originates from.

- The Awards Dinner collections will help the Chamber balance.

Approval of March 2017 Financial Report M/S/C (Aaron/Brett/9-0-0)

F. Action Items

1. MOTION: Discussion and possible acceptance of the Chamber Subcommittee Report and Recommendations – Alex Mourelatos, Sandy Evans Hall, Stacy Caldwell *Item moved to number 2 due to Alex Mourelatos not here yet.
 - Joy, Alex and Stacy were honored by Sandy for their work.
 - Alex presented the slide show.
 - Alex explained the “Programmatic Priorities Model and Matrix” on Page 50 and 51 of the packet.
 - Alex reviewed the Process Overview flow chart on page 42, in addition to the slides and background/findings of the Chamber Subcommittee.
 - Stacy explained the relation between the documents and how they are organized.
 - Brett asked about the Chamber’s role regarding workforce housing. Stacy pointed out there were not recommendations made in the priority areas, and this chart can be used to look at as a starting point and to lean on now going forward. The feedback gained is used as framework.
 - Samir pointed out that the recruitment and retention would be the Chambers role, and that the Chamber would not be solely responsible for Workforce Housing.
 - David asked about how the top survey percentages were arrived at, and it was explained that they were the top aggregate scores.
 - Sandy responded that the topic areas were obtained as a result of a previous survey from the Western Association of Chamber Executive (WACE).
 - Jennifer spoke about the struggle the Chamber has had and is looking forward to incorporating the changes that come out of it.
 - Jennifer pointed out that business attraction and retention seemed to be missing and suggested including that in the future. Also, we may want to examine best practices of chambers closer to home as opposed to Colorado.
 - Jennifer pointed out that the categories “Economic Development” and ”Business Development” seem to be the same thing and may be better defined in the future.
 - Brendan asked for clarification regarding Workforce Development and Economic Development and to elaborate on what the strong partners are. Alex said the strong partners are for example, Placer County, and the Housing Council.
 - Stacy pointed out that a Partner listing is in the packet.
 - She noted that the fluctuations of the survey takers need to be taken in account.
 - Samir asked if there was a discussion on whether the Chamber should remain with the Resort Association. Alex said yes, this had been a topic and it is up to the Board to determine how it would be structured, and whether one local Chamber would be an option. Stacy said that there is an opportunity now to start with an existing base and develop an organization structure. The key is to integrate the Chamber into the Resort Assn. structure.
 - Alex said the recommendation would be to have staff present the details of the Shared Guiding Principles and take a closer look and have a discussion with the Board.
 - Joy expressed her continued support of this process going forward.

Motion to accept and recommend the Chamber Subcommittee Report M/S/C (Gary/Brett 10-0-0)

2. MOTION: Discussion and possible acceptance of the Marketing Subcommittee Report and Recommendations – Brett Williams/JT Thompson (Marketing Committee accepted 7-0-0)

**Gary Davis arrived at 8:49*

- JT reviewed the handout, via slideshow
- Christy asked about the commission structure being eliminated and how it would be funded. JT said there would need to be other funding resources.
- Brett explained the reasoning behind selecting the other area comparisons on Attachment A, which include comparisons of NLTRA to Mammoth, Park City, Santa Cruz and South Lake Tahoe. He stated that Park City would be our closest competitive set/ biggest competitor.

- The 6,400 room units include vacation rentals, and the figures are from 2016/17. There are approximately 3,600 non-TOT collectors. Samir said the non-TOT paying entities are where we can drive revenue.
- Brett said even with the approx. \$960,000 which would be driven in by the additional TOT that are currently not paying, we would still be below the marketing budget in other competing areas.
- Discussion about comparison to other entities with the additional TOT.
- David asked about the success of the TBID in Truckee. JT said it has raised \$460,000 towards marketing and up to \$600,000 this year.
- Brendan asked Jennifer about TOT collections: 30 days to pay letters are being generated to those not paying.
- Discussion about the commission structure reflection on the conference sales number and Jennifer suggested incentives.
- Discussion about our destination as compared to others.
- Jennifer asked about the industry average, we are at 1.9 and in 2011 were at 1.4. She suggested that we need to look at the yield and return.

**Motion: Acceptance of the Marketing Subcommittee Report and Recommendations
M/S/C David/Brendan 10/0/0**

David Tirman left at 10:28

- Samir asked if the recommendations included the findings of the subcommittee and the commission recommendation.
 - Alex suggested looking at trends in the marketplace regarding taxes/TOT fees.
 - Adam reminded that these are recommendations only.
3. MOTION: Discussion and possible approval of the NLTRA Scope of Work and Budget for Placer County for FY 2017-18 – Sandy Evans Hall, JT Thompson, Ron Treabess (Marketing Committee vote 5-0-2 for Budget A-2 Casey and Brandt abstained; vote 6-0-1 for Scope of Work, Casey abstained) (CI/T Committee vote for Projects and Transportation Services budget 9-0-1 Casey abstained; vote for Scope of Work and Personnel/G& A Budget 8-0-2 Casey, Garner abstained)
- Adam explained that the Scope of Work is wider than what was presented by the County.

**Jennifer recused herself from the Board table*

- JT reviewed the Marketing Program Budget via slide show, page 97 in the packet. Sandy pointed out that this pertains to the \$119,000 being added to the marketing budget and it is how JT thought it would be most advantageous to spend the additional funds this year.
- Sandy presented the Scope of Work Benefits in the slide show
- Sandy presented slides showing a graph showing what we can do in comparison with what the County is proposing, and another slide with dollar amount program cost differences, that doesn't include the County's labor. (These two slides were added after the packet went out and will be added online today.)

Public Comment

- Jennifer Merchant spoke to the Board and described the process that was used to get to their proposal. She spoke to several individuals who were concerned about Placer's transparency. She said the process could have been done better and wants to move forward with the proposal that they had submitted. She said a lot has changed with the County and there aren't gaps any longer with local representation, like TMA, TRPA. Their role has changed in the Scope of Work. She pointed out that many Placer County departments are engaged especially with Capital Investments.
- She explained that in their determination, with their budget proposal, the County would be providing more to Marketing and Capital projects, and not take away current staffing. She described that TOT would not fund any County employee costs, as they get paid by the General Fund.
- Jennifer distributed a draft of a 15 member Grant Review Committee Representation, and most would be appointed by community organizations.

- Jennifer said the County wants the Resort Assn. to focus on marketing and tourism, and they value the partnership with the Resort Assn. and they look forward to future work together.
- County Open houses are scheduled May 8th & 11th & 12th.
- Alex asked Jennifer about the input from the business community about the use of TOT funds. He asked how the community would be included to provide insight to those decisions. She said in the Placer committee meetings there would be opportunities for discussions.
- Brett expressed concern about governments initiating the projects, and skepticism about how well the County will implement the public feedback and concern about the County appointing anyone who is on the Committee, when they are not locally appointed.
- Samir asked the about the committee and whether the appointee is a staff member, on the board or part of the membership, he has concern about the TBD under "Appointed by". She said that is undetermined and she would like feedback about that.
- Samir reviewed the history of the March 30th County proposal, and the 18 months prior in light of the committee's recent work and a new CEO coming on. There are differences in opinion on who should do what, what the actual savings will be, and the short notice to do anything about it. He said the Resort Assn., was to oversee the funds and will it be turning the trust of the community if we give it over to the County. He expressed that in his opinion to make this change this quickly during this time will result in unexpected consequences.
- Aaron expressed concern that we are making decisions before having a Town Hall meeting, and bring public up to speed first before voting on the subject.
- Karen asked about the Scope of Work and whether there are any other documents, and expressed concern about happens if we don't make a decision.
- Adam stated that this scope of work is a result of the last 18 months, and the Board will now have to come back with a revised scope of work and timing is a challenge, but hopefully come back within the timeline allowed.

**Brett stepped away at 12:05 p.m.*

Motion to approve current scope of work, with the possibility of the revised scope of work and budget for Placer County for FY 2017-18 ...

M/S/C (Gary/Christy/7-0-0 Jennifer recused. Brett was not present. David had left.)

4. MOTION: Discussion and possible approval of additional funding for Events Department budget – Amber Burke (Marketing Committee vote 6-0-1 Jackson abstained)
 - Amber presented budget approval requests for additional Events: Human Powered Sports, North Lake Tahoe Music, Museum Day

**Gary Davis left at 12:13 p.m.*

- Jennifer asked about nature of some of the events and money allocated/proposed being spent.
- Brendan commented that he thinks the projects are well thought out and good ideas and will benefit the community,
- Adam commented that they are good expenditures.

MOTION: Discussion and possible approval of additional funding for Events Department budget

M/S/C (Brendan/Christy 5-2-0 Aaron No & Jennifer No; Gary, Brett, David not present)

5. MOTION: Discussion and possible approval of BACC Budget and Scope of Work for North Lake Tahoe Music and Peak Your Adventure promotions – Amber Burke (Marketing Committee vote 6-0-0)
 - Jennifer commented on the 10,000 maps, and whether the coupons would be used. Amber explained the coupon process.
 - JT noted that 40% of the people who picked up a map, went to the website.
 - Jennifer pointed out that the Abbi Agency could tighten up their proposals and Aaron agreed that it could be more professional and assign us a senior account executive as opposed to a Junior account executive.
 - Jennifer suggested changing the organization of Marketing in the scope of work.

Approval of BACC Budget and Scope of Work for North Lake Tahoe Music and Peak Your Adventure promotions M/S/C (5-1-0 Aaron/Karen Jennifer opposed; Brett, Gary, David not present)

**Brett returned at 12:28*

**Brendan left at 12:29*

6. MOTION: Discussion and possible approval of change to Whistle Blower Policy – Sandy Evans Hall

- This item is tabled for next meeting.

G. Reports/Back up Documents-Meeting Packet **Part Two**

The following reports are provided on a monthly basis by staff and can be pulled for discussion by any board member

1. Destimetrics Report
2. Membership Accounts Receivable Report
3. Membership Upcoming Events/Programs
4. Conference Revenue Statistics Report
5. Executive Committee Report –March, 2017
6. Capital Investment/Transportation Activity Report
7. Dashboard – February, 2017
8. Report from Houston Magnani – Sacramento lobbyist
9. Chamber Subcommittee Additional Documents
 - a. Survey Results
 - b. Summary Survey Power Point Presentation
 - c. Subcommittee Meeting Minutes

H. Directors Comments

- Jennifer reported on the housing council kick-off event last Saturday
- Sandy wants to solicit a seat for that council from the NLTRA

I. Search Committee Update – Adam Wilson

- 8 candidates narrowed down to 4, one candidate accepted a different job and now down to 3 candidates.
- Panel interview the 18th & 19th then narrow down to 1 or 2, then a more broad interview process.
- Next Monday, a backup plan meeting with the Board

J. Meeting Review and Staff Direction

- Bring back whistle blower policy for June
- Forward slide show/post online.

K. Closed Session to discuss Kahn Investment Lease at 12:32

L. Adjournment from closed session at 12:51