



# north lake tahoe

Chamber | CVB | Resort Association

## Agenda and Meeting Notice

### THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

January 4, 2012 – 8:30 am – 11 a.m.

Tahoe City Public Utility District

#### 2012

#### Board Members

**Wally Auerbach**

Auerbach  
Engineering

**Roger Beck**

Resort at Squaw  
Creek

**Phil GilanFarr**

CB's Pizza

**Allen Highfield**

Ritz-Carlton

**Kali Kopley**

Uncorked/Petra

**Alex Mourelatos**

Mourelatos  
Lakeshore Resort

**Valli Murnane**

Tahoe XCountry

**Ron Parson**

Granlibakken

**Bill Rock**

Northstar

**Andy Wirth**

Squaw Valley

**Jennifer**

Merchant

Placer County

**Julie Regan**

TRPA  
(Ex-officio)

#### NLTRA Mission

*"To promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area."*

#### Meeting Ground Rules

*Be Prepared, Engage in Active Listening, Be Respectful of Others, No Surprises, It is OK to Disagree, Acknowledge Comments, but Do Not Repeat Comments*

#### ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

#### A. CALL TO ORDER - ESTABLISH QUORUM – Chair / Vice-Chair

#### B. AGENDA AMENDMENTS AND APPROVAL (*Motion*)

1. Agenda Additions and/or Deletions
2. Approval of Agenda

#### C. PUBLIC FORUM

Any person wishing to address the Board of Directors on items of interest to the Resort Association 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.

#### D. REPORTS & ACTION ITEMS

3. Welcome new Board Members: Alex Mourelatos, Andy Wirth, Ron Parson, Valli Murnane, Bill Rock!
4. Executive Committee Nominations and Election – 2011 Chair/Vice Chair **Motion (10 minutes)**
5. Olympic Bid Request – Andy Chapman, Andy Wirth **Motion (20 minutes)**
6. Autumn Food & Wine Update – Andy Chapman, Judy Laverty-Capach (20 minutes)
7. Committee Assignments (Marketing, Lodging, Infrastructure/Transportation, Finance, Membership Advisory) – Sandy Evans Hall **Motion (10 minutes)**

8. Golf Course Funding Update – Phil GilanFarr (30 minutes)
9. TOT Renewal Campaign – Volunteer needs and timeline – Ron Treabess/Sandy Evans Hall (15 minutes)

**E. CONSENT CALENDAR – MOTIONS (5 min)**

All items listed under the consent calendar-motions are considered to be routine and/or have been or will be reviewed by committee, and will be approved by one motion. There will be no 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.

10. Board Meeting Minutes – December 7, 2011
11. Financial Statements – NO FINANCIAL STATEMENTS THIS MONTH
12. Approval to add Greg Howey to the company credit card list

All committee meeting briefs are provided for informational purposes only. Minutes are available at [www.nltra.org](http://www.nltra.org)

13. Joint Infrastructure/Transportation Committee – NO MEETING IN DECEMBER
14. Marketing Committee – NO MEETING IN DECEMBER
15. Membership Advisory Committee – NO MEETING IN DECEMBER
16. Group Sales Director Sub Committee – NO MEETING IN DECEMBER
17. Lodging Committee – NO MEETING IN DECEMBER
18. Finance Committee – December 5, 2011

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

19. Conference Sales Reports
20. Infrastructure/Transportation Activity Report – December
21. Membership Business Plan Progress Report – December

**F. MEMBERSHIP REPORTS (5 min)**

22. Membership Activities and Events – Kym Fabel

**G. DIRECTORS' COMMENTS –**

**H. MEETING REVIEW AND STAFF DIRECTION**

**I. CLOSED SESSION (If necessary)**

23. Lease for Association offices/Visitor Center – Sandy Evans Hall, Lisa de Roulet (30 minutes)

**J. RECONVENE TO OPEN SESSION**

**K. ADJOURNMENT**

This meeting site is wheelchair accessible.

*Posted and e-mailed , 2011*



**north lake tahoe**

Chamber | CVB | Resort Association

## 2012 Board of Directors

Three seats shall be elected each year, for three (3) year term as follows. Board Members are elected in early December and their term begins in January:

- (2010-2012) Year A-Large Lodging, Restaurant, Retail
- (2011-2013) Year B-General, Small Lodging, Recreation
- (2012-2014) Year C-At Large, Property Management/Real Estate, Ski Area

**Large Lodging-** Allen Highfield (2010-2012)

**Restaurant-** Phil GilanFarr Vice Chair (2010-2012)

**Retail-** Kaliopé Kopley (2010-2012)

**General-** Wally Auerbach (2011-2013)

**Small Lodging-** Alex Mourelatos (2011-2013)

**Recreation-** Valli Murnane (2011-2013)

**At-Large-** Andy Wirth (2012-2014)

**Real Estate/Property Management-** Ron Parson (2012-2014)

**Ski Area-** Bill Rock (2012-2014)

**Placer County Board of Supervisors Appointee-** Roger Beck (Term same length as elected official)

**Placer County Executive Office-** Jennifer Merchant (Ongoing)

**TRPA (Ex-Officio)-** Julie Regan (Ongoing)



## north lake tahoe

Chamber | CVB | Resort Association

### 2012 BOARD OF DIRECTORS

Wally Auerbach  
Auerbach Engineering Corp.  
P.O. Box 5399  
Tahoe City, CA 96146  
Ph: 581-1116  
Fx: 581-3162  
[wauerbach@auerbachengineering.com](mailto:wauerbach@auerbachengineering.com)  
[m](#)  
General

Allen Highfield  
Ritz Carlton, Highlands  
13031 Ritz-Carlton Highlands Court  
Truckee, CA 96161  
Ph: 530.562.3005  
Fx: 530.562.3001  
[allen.highfield@ritzcarlton.com](mailto:allen.highfield@ritzcarlton.com)  
Large Lodging

Alex Mourelatos  
Mourelatos Lakeshore Resort  
P.O. Box 77  
Tahoe Vista, CA 96148  
Ph: 546-9500  
Fx: 546-2734  
[alexmourelatos@msn.com](mailto:alexmourelatos@msn.com)  
Small Lodging

Julie Regan  
Tahoe Regional Planning Agency  
P.O. Box 5310  
Stateline, NV 89449  
Ph: 775-588-4547, Ext. 237  
Fx: 775-588.4527  
[jregan@trpa.org](mailto:jregan@trpa.org)  
TRPA (Ex-Officio)

Roger Beck  
Resort at Squaw Creek  
P.O. Box 3333  
Olympic Valley, CA 96146  
Ph: 584-4001  
Fx: 581-5407  
[rbeck@destinationhotels.com](mailto:rbeck@destinationhotels.com)  
Placer County Board of Supervisors

Kaliopé Kopley  
Uncorked at Squaw  
P.O. Box 2095  
Olympic Valley, CA 96146  
Ph: 530.584.6090  
[kali@uncorkedatsquaw.com](mailto:kali@uncorkedatsquaw.com)  
Retail

Valli Murnane  
Tahoe Cross Country Ski Area  
PO Box 7260  
Tahoe City, CA 96145  
Ph: 583-5475  
Fx: 583-7592  
[valli@tahoexc.org](mailto:valli@tahoexc.org)  
Recreation

Bill Rock  
Northstar California  
11025 Pioneer Trail Ste. 100  
Truckee, CA 96161  
Ph: 562-1010  
Fx: 562-2215  
[wrock@vailresorts.com](mailto:wrock@vailresorts.com)  
Ski Area

Phil GilanFarr, Vice Chair  
CB's Pizza & Grill  
P.O. Box 374  
Carnelian Bay, CA 96140  
Ph: 546-4738  
Fx: 546-8390  
Cell: (775) 742-3358  
[phil@cbspizza.com](mailto:phil@cbspizza.com)  
Restaurant

Jennifer Merchant  
County Executive Office  
P.O. Box 772  
Carnelian Bay, CA 96140  
Ph: 546-1952  
Auburn: 889-4030  
Fx: 546-1912  
[jmerchan@placer.ca.gov](mailto:jmerchan@placer.ca.gov)  
Placer County Executive Office

Ron Parson, Treasurer  
Granlibakken Management Company  
P.O. Box 6329  
Tahoe City, CA 96145  
Ph: 583-4242  
Fx: 583-7641  
[ronparson@granlibakken.com](mailto:ronparson@granlibakken.com)  
Real Estate/Property Management

Andy Wirth  
Squaw Valley Ski Corporation  
P.O. Box 2007  
Olympic Valley, CA 96146  
Ph: 584-6210  
Fx: 4527106  
[awirth@squaw.com](mailto:awirth@squaw.com)  
At-Large



# north lake tahoe

Chamber | CVB | Resort Association

## Executive Committee Ballot

### Chair

- Ron Parson**
- \_\_\_\_\_

### Vice Chair

- Phil GilanFarr**
- \_\_\_\_\_

### Treasurer

- Allen Highfield**
- \_\_\_\_\_

### Secretary

- Kaliope Kopley**
- \_\_\_\_\_



**north lake tahoe**

Chamber | CVB | Resort Association

January 4, 2012

To: Board of Directors

From: Sandy Evans Hall, Chief Executive Officer  
Andy Chapman, Chief Marketing Officer  
Andy Wirth, Board of Directors, RTWGC

Re: Reno Tahoe Winter Games Coalition Funding Request

### **Background**

Staff recently met with representatives from the Reno Tahoe Winter Games Coalition (RTWGC) including Nevada Lt. Governor Brian Krolicki. This meeting also included representatives from the LTVA and the South Lake Tahoe Chamber of Commerce. Jon Killoran, Executive Director of the RTWGC, also attended a recent NLTRA Board meeting and presented the organization's current efforts and plans as related to this bid process.

The RTWGC is currently undergoing a capital campaign to raise funds for current activities related to the 2022 Winter Olympic bid. RTWGC is requesting funding participation from the bureaus around the lake as well as from the RSCVA. Each bureau is being asked to contribute in an equal manner. Attached to this staff report is a summary of the funding request information as well as an overview of the timeline and past Olympic economic impacts to Vancouver and Salt Lake City.

### **Benefits of Bid Association and Successful Bid Outcome**

- Reinforces North Lake Tahoe's position as a premier winter sports destination
- Regional promotional value in association with Olympic bid effort
- Marketing opportunity throughout bid process and beyond
- Extension of North Lake Tahoe brand throughout bid effort
- Promotion of area training venues and facilities
- Accelerated regional infrastructure and transportation improvement
- Opportunity for infusion of sustainable green technology upgrades
- 15 days of Olympic celebration
- Long term Winter Olympic legacy

### **Staff Recommendation**

Upon review and discussion with the Board, staff recommends the allocated investment of \$25,000 in FY 2011/12 and an additional \$25,000 in FY 2012/13 towards this capital campaign for the Reno Tahoe Winter Games Coalitions efforts to secure a successful IOC bid for the 2022 Winter Olympics. Funds are available in the Special Events/New Event Development line item within the FY 2011/12 marketing budget and would be budgeted for in 2012/13.



## **North Lake Tahoe Resort Association Funding Request Information**

In requesting funding from the North Lake Tahoe Resort Association, the Reno Tahoe Winter Games Coalition provides the following information to support the request and outlines the potential benefits the NLTRA, its stakeholders and residents of the Lake Tahoe Basin may realize.

Mounting a bid requires general organizational and operational support. In addition, there are many studies and planning documents required for the bid submission. Funding would be used for the following:

- Studies to identify potential Olympic Winter Games venues, within the Lake Tahoe Basin and surrounding Sierra, that would not only benefit the region during the games but before and after as well
- Studies to ensure the environmental enhancement and sustainability of such venues
- Studies and plans for improved transportation opportunities within the Basin and surrounding Sierra, with an emphasis on sustainable public transportation
- Working visits to our region by experts with the U.S. National Governing Bodies (NGB) and International Federations of Sport (IF). Such visits provide expert analysis of our venue options and potential bid, while also educating these influential leaders about the Tahoe area and our potential.

Benefits of bidding include:

- The opportunity to continue and enhance the great collaborative spirit throughout the Basin, by promoting a bid for the largest event we could bring to the area, providing a positive rebranding for the entire region
- Encouraging all – from school age children to seniors – to embrace Olympic ideals of fair play, perseverance, respect and sportsmanship.

## Light the Torch for Reno Tahoe 2022

In 1960 Squaw Valley put our region on the world stage by hosting the Olympic Winter Games. A half century later the Games have grown and so has Reno/Tahoe. We have a tremendous opportunity to welcome the best winter athletes on the planet and by doing so rebrand ourselves to the world as a world class destination and place to do business. Successfully bidding on and hosting the Olympic Winter Games takes many years of planning, preparation and execution.

### **Potential Bid Timeline**

2012 – United States Olympic Committee (USOC) invites interested regions to submit an application

2013 – International Olympic Committee (IOC) accepts single Applicant City from interested countries

2015 – IOC chooses the Host City of the 2022 Olympic Winter Games

### **Vancouver 2010 Games**

Economic impact during the Games (Feb. 12-28)	\$600 million
---	---------------

### **Salt Lake 2002 Games**

Games operational profit	\$100 million
Amount of profit donated to Salt Lake/Utah non-profits	\$24 million
Amount of profit placed in facilities endowment fund	\$70 million

The Salt Lake 2002 Olympic Winter Games and the business attracted to the area afterwards created \$4.8 billion in sales, 35,000 job years of employment and \$1.5 billion in earnings for Utah workers. The tremendous upgrade of technology and infrastructure throughout the region allowed new and diversified business to move to the area. Salt Lake City is now one of the most desirable places to work and live in the United States.



## **Reno Tahoe 2022 Opportunities**

Opportunity to move infrastructure projects that might otherwise take decades to complete

Vastly upgrade our technological capabilities

Rebrand our region as a world class business and tourism destination

## **We Can Win**

Reno/Tahoe has more accommodations now than Salt Lake City had when it hosted the 2002 Games

We have major in city airports on both sides of the Sierra (Reno and Sacramento)

We have the largest concentration of world class ski resorts in the country

The world wants to come to Lake Tahoe (the most photographed natural wonder in the world)

We enjoy a rich Olympic Heritage from the 1960 Squaw Valley Games and the dozens of Olympians from our area

Help us “Light the Torch” for Reno Tahoe 2022



Contact

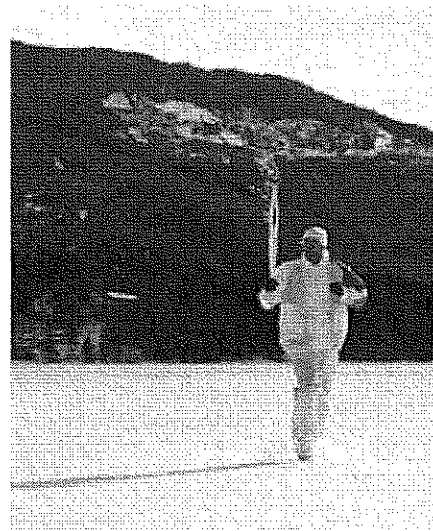
Jon Killoran

Chief Executive Officer

775-622-3345

[Jon.killoran@renotahoewintergames.org](mailto:Jon.killoran@renotahoewintergames.org)

[www.renotahoewintergames.org](http://www.renotahoewintergames.org)





**north lake tahoe**

Chamber | CVB | Resort Association

## Autumn Food and Wine Festival Review, Discussion and Next Steps

- 2011 Ticket Sales Numbers/Revenue and Expenses
- 2011 Geographic Online Ticket Sales
- Review of 2009 Consumer Survey Results
- Executive Committee Discussion
  - Is event in conflict of our Event Policy?
  - Opportunity to franchise event to community partner and retain Presenting Sponsor status
  - Continue operation of event but expand throughout community
  - Long term event brand integrity
- Discussion on Next Steps
  - Input from Board on event direction
  - Convene a restaurant consulting committee
  - Begin 2012 event programming
  - Board direction and approval on event future

# AUTUMN FOOD AND WINE FESTIVAL 2011

## CASH TICKET SALES

	2011 Tix	2010 Tix	% Change
Grape Stomp Lunches	73	42	73.8%
Gourmet Marketplace/Wine Tasting	497	472	5.3%
Various Ticketed Seminars	118	78	51.3%
Blazing Pans	108	139	-22.3%
Charbay	41	31	32.3%
Grand Tasting	392	404	-3.0%
<b>Total</b>	<b>1229</b>	<b>1166</b>	<b>5.4%</b>

\* 2010 does not include Ritz Welcome Reception or Edible Reno Party

## TOTAL OVERALL ATTENDANCE

	2011	2010	
Cash Ticket Sales	1229	1166	5.4%
Vendors	168	92	82.6%
Wineries *	54	70	-22.9%
Restaurants	96	92	4.3%
VIP/Press/Sponsor Comps	255	360	-29.2%
<b>Total</b>	<b>1802</b>	<b>1780</b>	<b>1.2%</b>

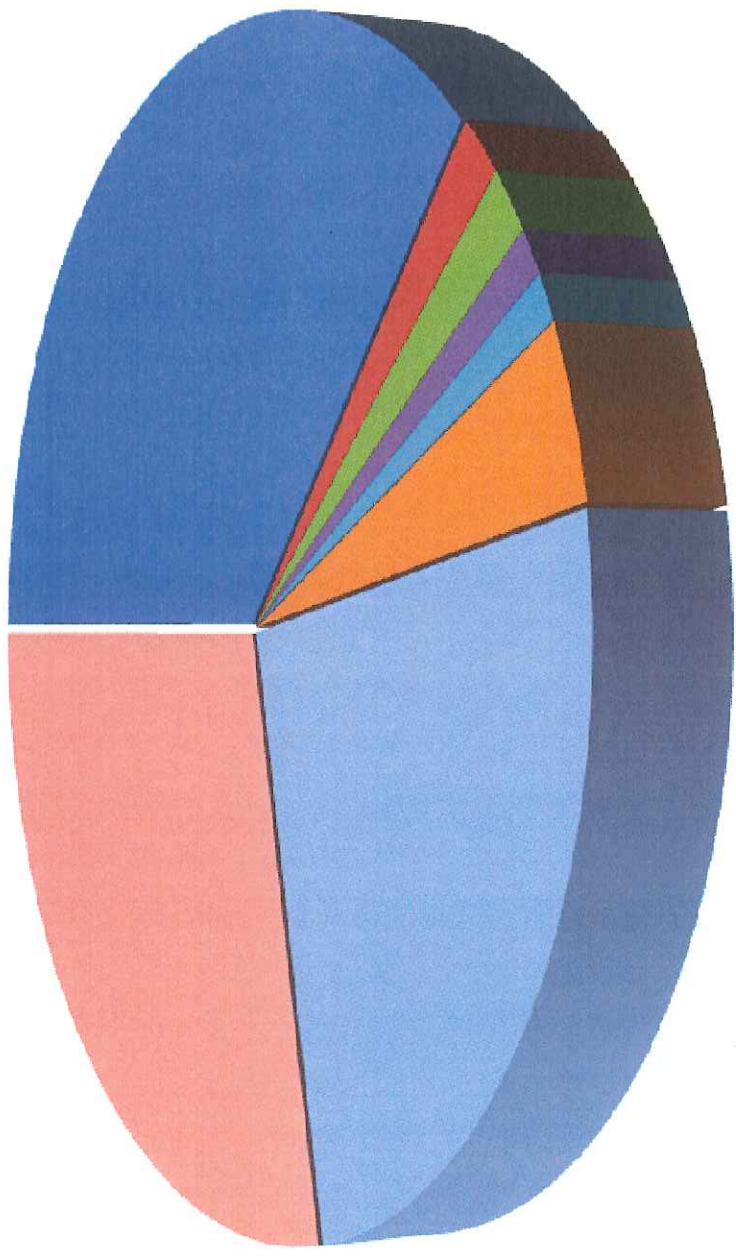
\* Includes

	2011	2010	
Total Revenue	78997	80523	-1.9%
Total Expense	-64756	-78837	-17.9%
Profit	14241	1686	

PR ROI 137,000 135,000

# Autumn Food & Wine Online Ticket Sales (FY 2011/12)

- CA (dest) 36.6%
- AZ 1.9%
- TX 1.9%
- MI 1.2%
- NJ 1.2%
- Other 4.3%
- CA (local) 24.2%
- NV (local) 28.6%

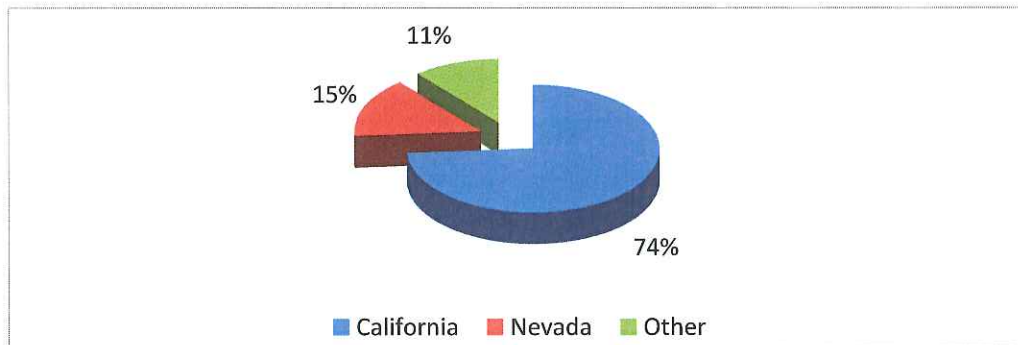


## Event Attendee Characteristics

### A. Geographic Origin

Approximately 74% of those event attendees surveyed lived in California followed by 15% from Nevada. The remaining 11% were distributed across other U.S. regions in small numbers, with no more than 2% of respondents originating from any other single geographic region.

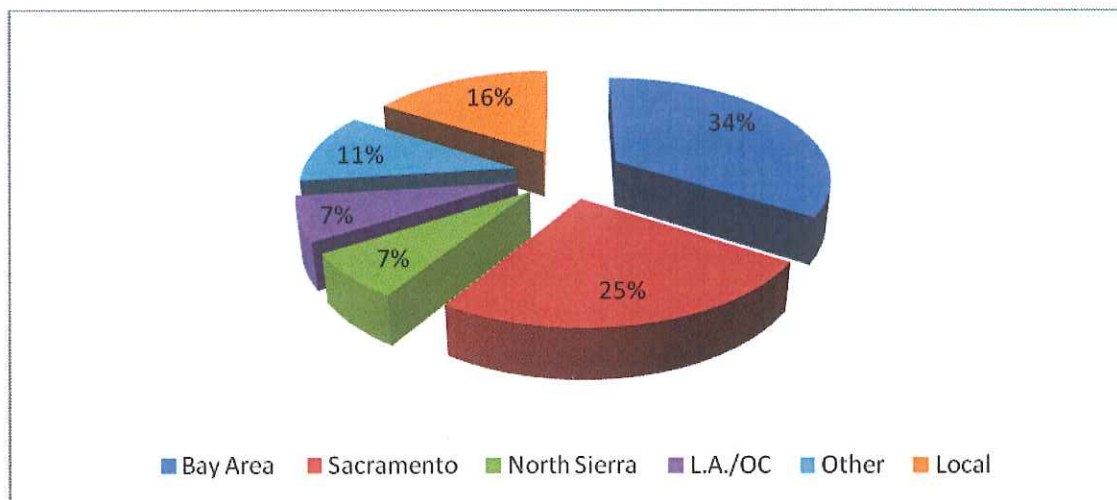
**Figure 1**  
**Geographic Origin**



### B. The California Market

Among event attendees surveyed, 74% were from California. Of those from within the California market, 34% lived in the Bay Area, followed by 25% who lived in Sacramento. Locals represented 16% of the California market, 7% of California visitors came from the North Sierra area (including Grass Valley, Nevada City, Chico, Oroville, and Marysville). The Los Angeles and Orange County market represented approximately 7% of the California market.

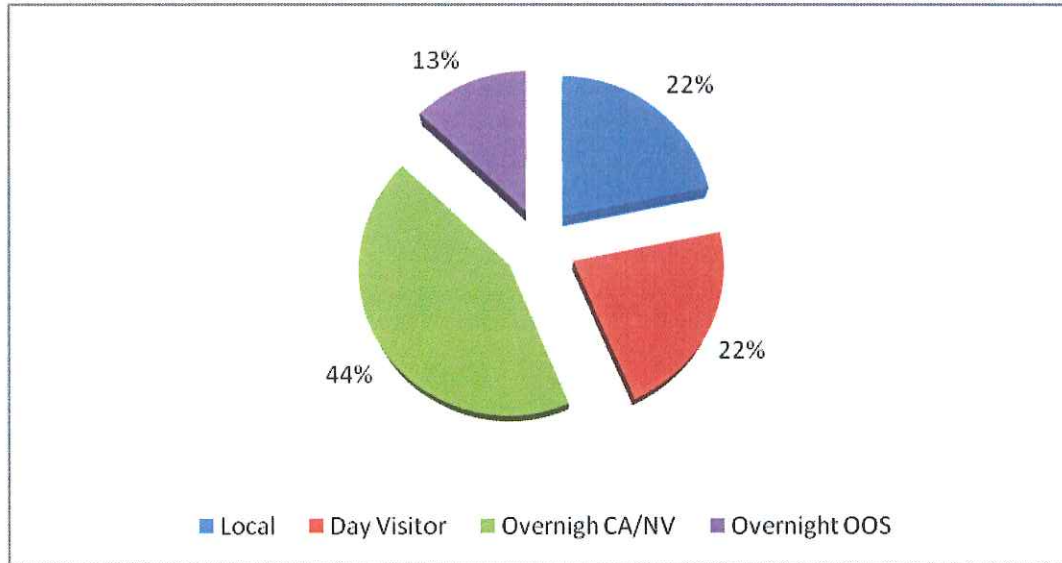
**Figure 2**  
**Geographic Origin within California**



**C. Event Attendee Type**

Approximately 22% of attendees surveyed were local residents, 22% were day visitors, 44% were overnight visitors from California/Nevada and 13% were overnight visitors from outside California/ Nevada.

**Figure 3  
Visitor Type**

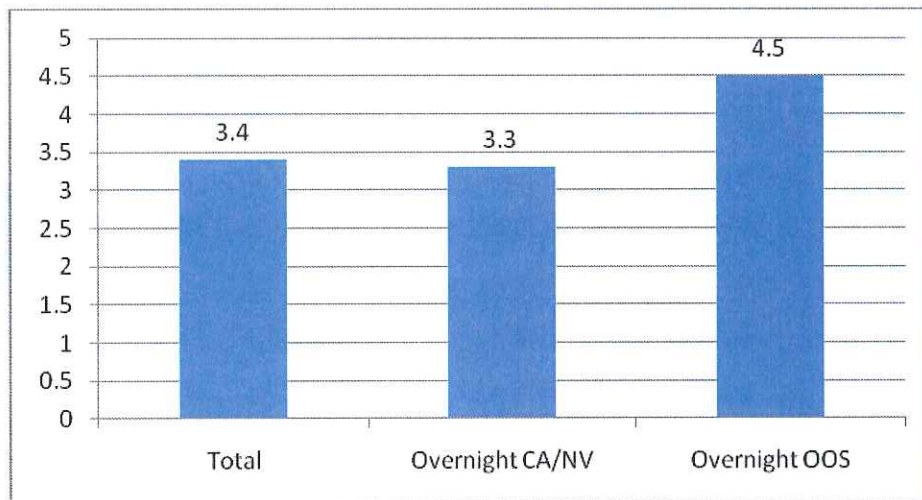


Note: Overnight OOS = Overnight Visitors Outside of States of CA& NV

**D. Length of Stay**

The overall length of stay by overnight visitors was 3.4 nights. Of those who attended the food and wine festival, the average stay was 3.3 nights for those overnight visitors from CA/NV while those overnight visitors from outside CA/NV stayed 4.5 nights.

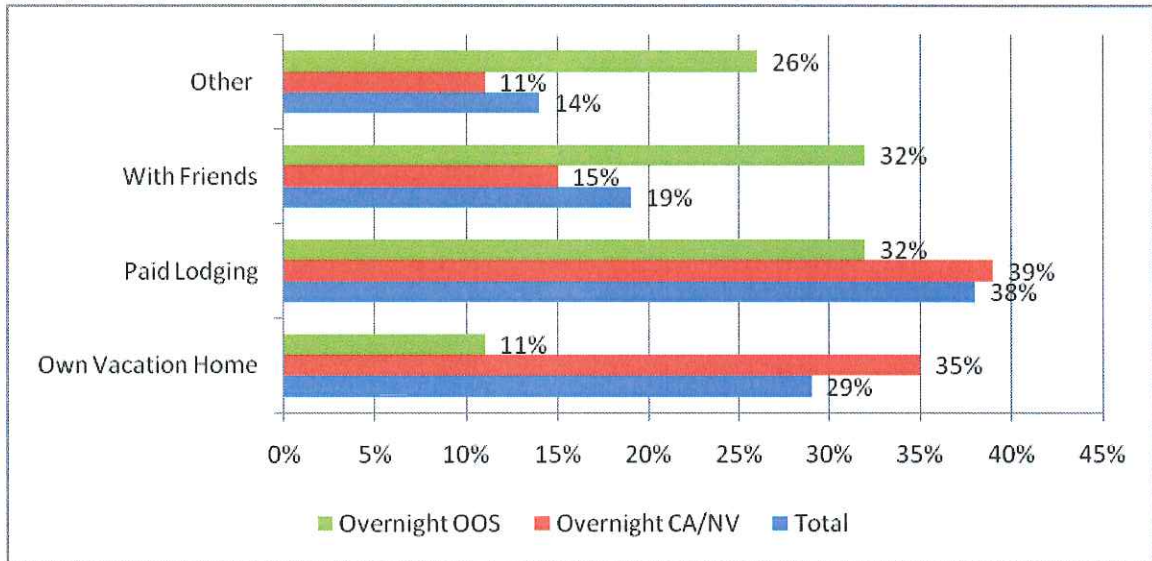
**Figure 4  
Length of Stay  
# Nights**



**E. Overnight Visitor Type of Lodging**

Of those who indicated they were overnight visitors, fully 38% stayed in paid lodging, 29% indicated they stayed in their own vacation home and 19% stayed with friends.

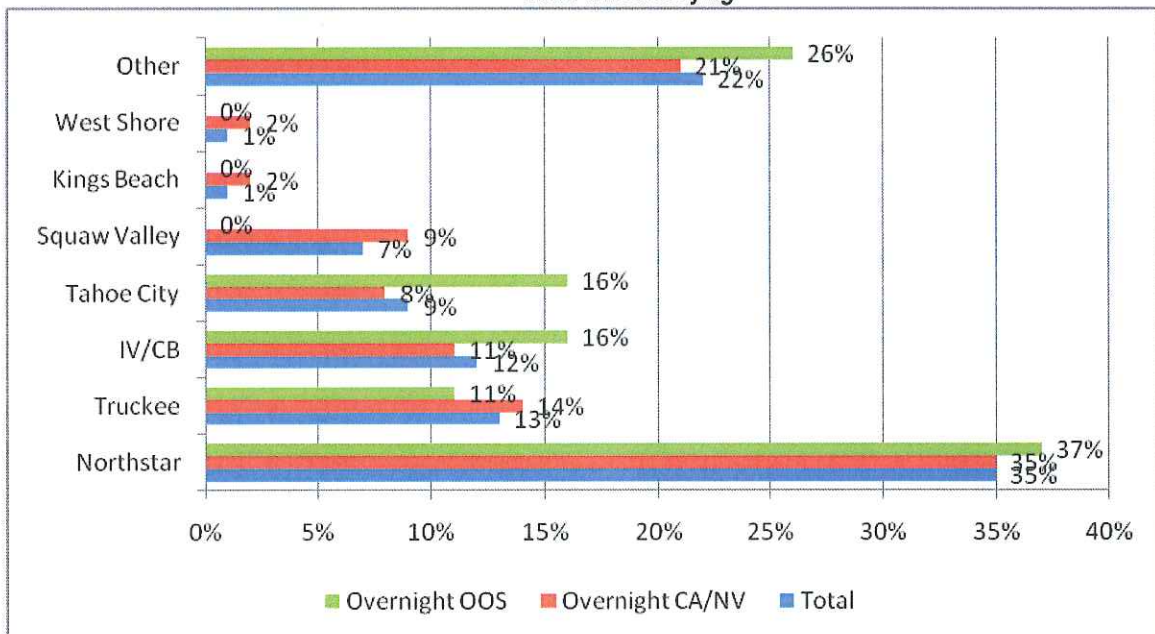
**Figure 5**  
**Type of Lodging**



**F. Area Where Stayed**

Of those who indicated they were overnight visitors fully 35% indicated they stayed in Northstar, followed by 13% in Truckee and 12% in Incline Village/Crystal Bay and 11% in Tahoe City, Kings Beach and West Shore.

**Figure 6**  
**Area Where Staying**

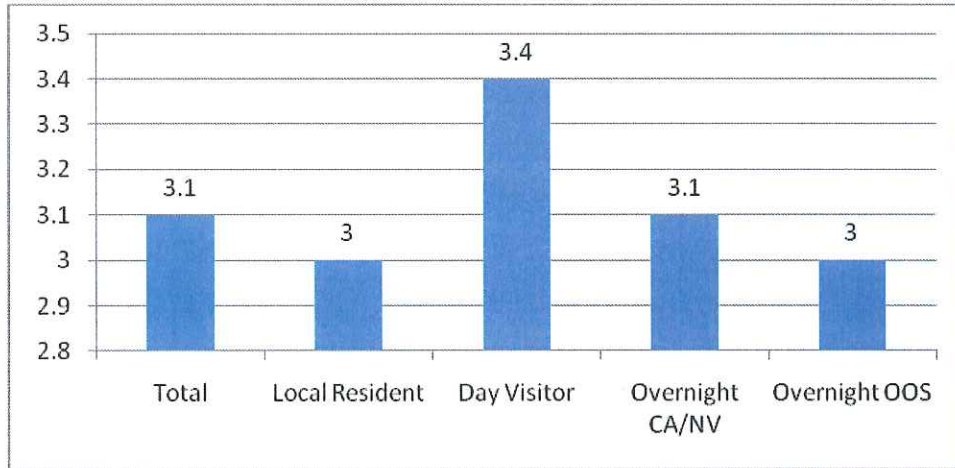


6-6

**G. Party Size**

The overall party size of event attendees was 3.1 persons with day visitors having the largest party at 3.4 persons.

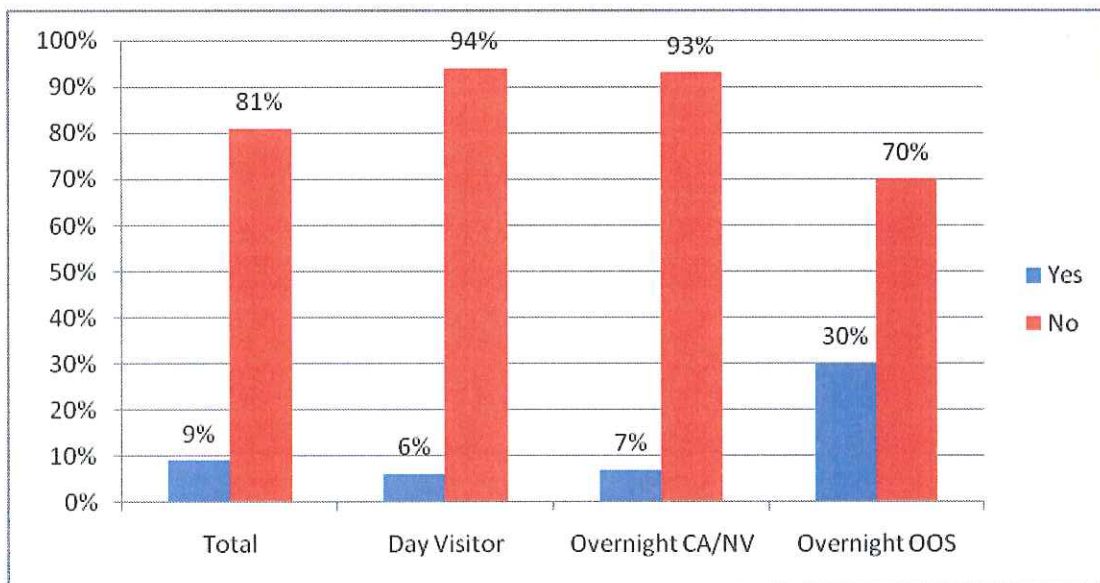
**Figure 7  
Party Size**



**H. First Time Visitor**

Of those surveyed, 9% indicated this was their first time visiting the destination. It appears that the food & wine festival appeals to repeat visitors. As was noted, a significant percentage of visitors who attended the event originated from the California market place (74%). As such it appears that the event serves to encourage repeat visitation from the core California market, as illustrated below. Note the high percentage of first time visitors from outside of CA/NV.

**Figure 8  
First Time Visitor**



6-7

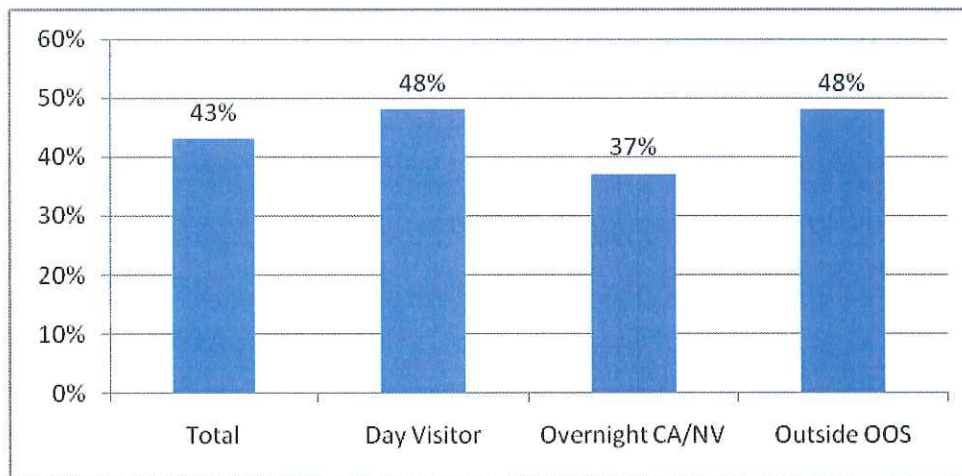


## Destination/Event Issues

### A. Importance of Event in Trip Decision Making

On a scale of 1 to 7 with 1 being very important and 7 not at all important, 43%<sup>1</sup> indicated that the event was very important in their decision to visit North Shore.

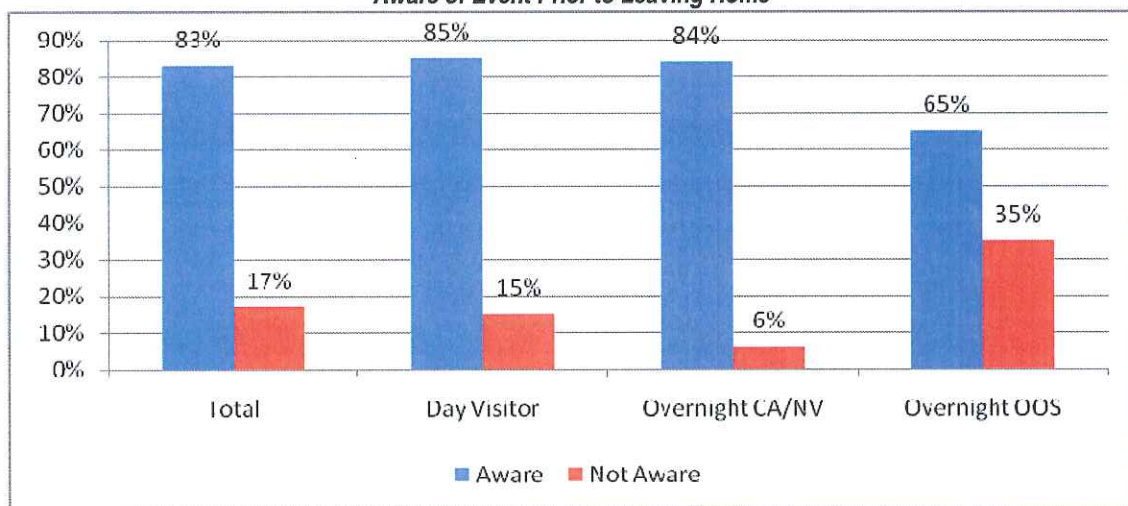
**Figure 9**  
*Important of Event in Trip Decision Making*  
*Top Box (Very Important)*



### B. Event Awareness Prior to Leaving Home

Of those surveyed fully 83% indicated they were aware of this special event prior to leaving home.

**Figure 10**  
*Aware of Event Prior to Leaving Home*



<sup>1</sup> This includes all answers for those that check 1 or 2 on a scale of 1 to 7.

6-8



**north lake tahoe**

Chamber | CVB | Resort Association

Proposed  
**Committee Positions for Board Members**

**Marketing**

Primary – Eric Brandt (when appointed by B.O.S.)

Alternate – Alex Mourelatos

**Lodging**

Primary – Alex Mourelatos

Alternate - Andy Wirth/Ron Parson

**Membership Advisory**

Primary – Kali Kopley

Alternate – Valli Murnane

**Finance**

Primary – Alan Highfield (Treasurer)

Primary2 – Bill Rock

**Infrastructure/Transportation**

Primary – Wally Auerbach

Primary – Phil GilanFarr

Alternate – Kali Kopley

**Primary Role:** Attend all committee meetings, represent board position/direction, report on any action items/request for approval to board at monthly board meeting. Contact Alternate when unable to attend a meeting. If alternate is also unable to attend, contact CEO to reach out to other board members and brief them on issues and agenda packet.

**Alternate Role:** Read all committee agendas, packets and minutes and stay apprised of all committee issues. Attend meetings as desired or when Primary committee member is unable to attend.



## north lake tahoe

Chamber | CVB | Resort Association

January 5, 2011

To: Board of Directors

From: Andy Chapman, Chief Marketing Officer

Re: Marketing and Lodging Committee Appointments

### **Marketing Committee Lay Member Appointments**

Below is the criteria used in the Marketing Committee appointment process.

- "Lay" members are selected based on marketing experience (highest priority), type of business affiliation, and geographic representation.
- "Lay" members are appointed at the January Board meeting with the first meeting of the committee in late January.
- Interested parties for Pool A appointment must submit a letter of interest and resume no later than December 28<sup>th</sup>, 2011.
- The NLTRA Executive Committee will review applicants and provide a recommendation to the Board at its January 4<sup>th</sup> meeting.

### **Background**

At its November meeting, the Marketing Committee discussed its committee member makeup and the various seat and term rotations. The committee discussed creating 3 three seat committee pools. Each of these pools would serve for a three year term. Pools B and C (detailed below) are currently established pools with currently serving committee members. Committee members in Pool B will serve through December 2012, with members in Pool C serving through December 2013 (it is noted that upon the term of Pool C in 2013, only three seats will be reappointed, and not the four that are currently held). Newly appointed committee members in Pool A will serve through December 2014. This system will create three open seats each year while insuring consistency in the committee with the remaining six seats. The committee also discussed the desire to recruit committee members from the following business sectors: Small Business, Event Management, Restaurant, Retail, Cross Country, and Activity Provider. Staff sent out a variety of press releases through the local media outlets as well as outreach through the North Lake Tahoe Chamber of Commerce.

Below is a list of applicants that sent letters of interest.

1. Davy Ratchford, Marketing Director, Northstar California
2. Deanna Gescheider, Director of Marketing, Homewood/JMA Holdings
3. Marguerite Sprague, Executive Director, North Lake Tahoe Historical Society

### **Board Members**

Primary – Eric Brandt

Alternate – Alex Mourelatos

### **POOL A (New members appointed for 2012 thru 2014)**

1. Open Seat
2. Open Seat
3. Open Seat

**POOL B (New members appointed for 2013 thru 2015)**

4. Becky Moore, Director of Sales and Marketing, Squaw Valley Lodge
5. Les Pedersen, Director of Sales and Marketing, Resort at Squaw Creek
6. Deb Darby-Dudley, Owner, HD96 Publishing

**POOL C (New members appointed for 2014 thru 2016)**

7. Brett Williams, President, Agate Bay Realty
8. Heather Allison, Director of Sales and Marketing, The Ritz-Carlton Lake Tahoe
9. Kevin Hickey, Owner, Tahoe Adventure Company
10. Julie Maurer, Vice President of Sales and Marketing, Squaw Valley

**Lodging Committee Appointments**

Board Member Representative

1. Board Member: Alex Mourelatos,
2. Alternate Board Member: Andy Wirth/Ron Parson

Existing members of the committee continuing another term:

1. Large Lodging Representative: Heimo Brandstatter, Resort at Squaw Creek
2. Large Lodging Representative: Christy Beck, Village at Squaw Valley
3. Small Lodging Representative – Lakeshore: Kay Williams, Tahoma Lodge
4. Vacation Home Rental Representative: Brett Williams, Agate Bay Realty
5. Vacation Home Rental Representative: Debbie Milani, Coldwell Banker
6. Bed & Breakfast Representative: Bill Matte, Shooting Star B&B

New Committee Appointment

1. Small Lodging Representative: Stephanie Mearse, Tahoe City Inn

The 2012 Committee Chairs will be selected by the Committee at first meeting.

**Board Discussion and Possible Action**

Upon discussion and review of committee's direction, that the Board approve the marketing committee's three pool term structure and to appoint the Pool A applicants for a three year term and the new member to the lodging committee.



## 2012 Marketing Committee – Pending Board Approval

### RESORT ASSOCIATION BOARD MEMBERS

Ron Parson  
*Board Chair*  
Granlibakken Resort  
P.O. Box 6329  
Tahoe City, CA 96145  
Ph: 530.583.4242  
[ronparson@granlibakken.com](mailto:ronparson@granlibakken.com)

Eric Brandt  
*Primary*  
Tahoe TV  
P.O. Box 7468  
Tahoe City, CA 96145  
Ph: 530.583.4206  
[eric@tahoetv.com](mailto:eric@tahoetv.com)

Alex Mourelatos  
*Alternate*  
Mourelatos Lakshore Resort  
P.O. Box 77  
Tahoe Vista, CA 96148  
Ph. 530.546.9500  
[alexmourelatos@msn.com](mailto:alexmourelatos@msn.com)

### COMMITTEE MEMBERS

Heather Allison  
The Ritz-Carlton, Lake Tahoe  
13031 Ritz-Carlton Highlands Ct.  
Truckee, CA 96161  
Ph: 530.562.3010  
[Heather.allison@ritzcarlton.com](mailto:Heather.allison@ritzcarlton.com)

Julie Maurer  
Squaw Valley USA  
P.O. Box 2007  
Olympic Valley, CA 96145  
Ph: 530.583.6985  
[jmaurer@squaw.com](mailto:jmaurer@squaw.com)

Jennifer Merchant  
County Executive Office  
P.O. Box 772  
Carnelian Bay, CA 96140  
Ph. 530.546.1952  
[jmerchant@placer.ca.gov](mailto:jmerchant@placer.ca.gov)

Debra Darby-Dudley  
HD 96 Publishing  
P.O. Box 8205  
Incline Village, NV 89452  
Ph. 775.833.3144  
[deb@hd96.com](mailto:deb@hd96.com)

Becky Moore  
Squaw Valley Lodge  
P.O. Box 2364  
Olympic Valley, CA 2364  
Ph. 530.583.5500 ext. 4013  
[beckym@gpeak.com](mailto:beckym@gpeak.com)

Les Pedersen  
Resort at Squaw Creek  
P.O. Box 3333  
Olympic Valley, CA 96146  
Ph. 530.583.6300  
[lpedersen@destinationhotels.com](mailto:lpedersen@destinationhotels.com)

Brett Williams  
Agate Bay Realty Lake Tahoe  
P.O. Box 490  
Carnelian Bay, CA 96140  
Ph. 530.546.4256  
[brett@agatebay.com](mailto:brett@agatebay.com)

Kevin Hickey  
Tahoe Adventure Company  
P.O. Box 3951  
Truckee, CA 96160  
Ph. 530.913.9212  
[Kevin@tahoeadventurecompany.com](mailto:Kevin@tahoeadventurecompany.com)

### NEW MEMBERS

Davy Ratchford  
Northstar at Tahoe  
P.O. Box 129  
Truckee, CA 96161  
Ph. 530.562.1010  
[dratchford@vailresorts.com](mailto:dratchford@vailresorts.com)

Deanna Gescheider  
JMA Ventures  
P.O. Box 5279  
Tahoe City, CA 96145  
Ph. 530.583.4232  
[Deanna@jmaventuresllc.com](mailto:Deanna@jmaventuresllc.com)

Marguerite Sprague  
North Tahoe Historical Society  
P.O. Box 6141  
Tahoe City, CA 96145  
Ph. 530.583.1762  
[msprague@northtahoemuseums.org](mailto:msprague@northtahoemuseums.org)

### PLACER COUNTY REP

Jennifer Merchant  
County Executive Office  
P.O. Box 772  
Carnelian Bay, CA 96140  
Ph. 530.546.1952  
[jmerchant@placer.ca.gov](mailto:jmerchant@placer.ca.gov)



## 2012 Lodging Committee – Pending Board Approval

### RESORT ASSOCIATION BOARD MEMBERS

Ron Parson  
*Board Chair*  
Granlibakken Resort  
P.O. Box 6329  
Tahoe City, CA 96145  
Ph: 530.583.4242  
[ronparson@granlibakken.com](mailto:ronparson@granlibakken.com)

Alex Mourelatos  
*Primary*  
Mourelatos Lakshore Resort  
P.O. Box 77  
Tahoe Vista, CA 96148  
Ph. 530.546.9500  
[alexmourelatos@msn.com](mailto:alexmourelatos@msn.com)

Ron Parson  
*Alternate*  
Granlibakken Resort  
P.O. Box 6329  
Tahoe City, CA 96145  
Ph: 530.583.4242  
[ronparson@granlibakken.com](mailto:ronparson@granlibakken.com)

### COMMITTEE MEMBERS

Christy Beck  
The Village at Squaw Valley  
P.O. Box 2025  
Olympic Valley, CA 96146  
Ph. 530.584.6227  
[cbeck@squaw.com](mailto:cbeck@squaw.com)

Heimo Brandstatter  
Resort at Squaw Creek  
P.O. Box 3333  
Olympic Valley, CA 96146  
Ph. 530.581.6603  
[hbrandstatter@destinationhotels.com](mailto:hbrandstatter@destinationhotels.com)

Bill Matte  
Shooting Star Bed & Breakfast  
P.O. Box 1573  
Carnelian Bay, CA 96140  
Ph. 530.546.8903  
[tahoeshootingstar@gmail.com](mailto:tahoeshootingstar@gmail.com)

Debbie Milani  
Coldwell Banker  
P.O. Box 5518  
Tahoe City, CA 96145  
Ph. 800.655.0608  
[rentals@stayinlaketahoe.com](mailto:rentals@stayinlaketahoe.com)

Brett Williams  
Agate Bay Realty  
P.O. Box 490  
Carnelian Bay, CA 96140  
Ph. 530.546.4256  
[brett@agatebay.com](mailto:brett@agatebay.com)

Kay Williams  
West Shore Association  
P.O. Box 6329  
Tahoe City, CA 96145  
Ph. 530.583.4242  
[kaywilliams@granlibakken.com](mailto:kaywilliams@granlibakken.com)

### NEW MEMBER

Stephanie Mearse  
Tahoe City Inn  
8391 Bantry Court  
Elk Grove, CA 95758  
Ph. 916.248.0009  
[Zoegirl27@hotmail.com](mailto:Zoegirl27@hotmail.com)

### PLACER COUNTY REP

Jennifer Merchant  
County Executive Office  
P.O. Box 772  
Carnelian Bay, CA 96140  
Ph. 530.546.1952  
[jmerchant@placer.ca.gov](mailto:jmerchant@placer.ca.gov)



# north lake tahoe

Chamber | CVB | Resort Association

January 4, 2012

To: Board of Directors

From: Ron Treabess, Director of Community Partnerships and Planning

Re: Infrastructure Committee and Transportation Committee Membership

The following 10 NLTRA committee members are recommended for Board approval to serve two year terms commencing in January, 2012, and ending December 31<sup>st</sup>, 2013. The remaining members (Placer Co) are appointed by Placer County and have all requested to be reappointed. Their terms, if reappointed by Placer County, will also end on December 31, 2013. As the two committees continue to meet as a joint committee, staff recommends that the committee members, once approved, elect one chairperson and one vice chair for the joint committee from either the Transportation or Infrastructure Committee membership. Wally Auerbach has graciously served as the Chair, as has Vice Chair Gary Davis, during 2011.

## 2012 Recommended Committee Members

Infrastructure Committee-12 Members, 6 appointed by NLTRA, 6 appointed by Placer Co

Wally Auerbach	NLTRA	Pat Perkins	Placer Co
Kali Kopley	NLTRA	Guy Perman	Placer Co
Phil GilanFarr	NLTRA	Sue Kyler	Placer Co
Gary Davis	NLTRA	Keith Vogt	Placer Co
Ken Foster	NLTRA	John Pang	Placer Co
Eric Sather	NLTRA	Vacant	Placer Co

Transportation Committee-No Limit to NLTRA appointees

Rob Kronkhite	NLTRA	Will Garner	Placer Co
Jan Colyer	NLTRA		
Dave Paulson	NLTRA		



## 2012 FINANCE COMMITTEE

### RESORT ASSOCIATION BOARD MEMBERS

Allen Highfield  
Ritz Carlton Highlands  
13031 Ritz Carlton Highlands Ct.  
Truckee, CA 96161  
Ph: 562-3005  
Fx: 562-3001  
[Allen.highfield@ritzcarlton.com](mailto:Allen.highfield@ritzcarlton.com)

Bill Rock  
Northstar California  
11025 Pioneer Trail Ste. 100  
Truckee, CA 96161  
Ph: 562-1010  
Fx: 562-2215  
[wrock@vailresorts.com](mailto:wrock@vailresorts.com)

### PLACER COUNTY REP

Jennifer Merchant  
County Executive Office  
P.O. Box 772  
Carnelian Bay, CA 96140  
Ph: 546-1952  
Auburn: 889-4030  
Fx: 546-1912  
[jmerchan@placer.ca.gov](mailto:jmerchan@placer.ca.gov)  
Placer County Executive Office

### COMMITTEE MEMBERS

Kimberly Frushon  
Crandall & Company CPAs, LLP  
761 Northwood Blvd.  
Incline Village, NV 89451  
Ph: (775) 831-1787  
[kfrushon@tahoecpas.com](mailto:kfrushon@tahoecpas.com)

Mike Salmon  
Tahoe Donner Association  
11509 Northwood Blvd.  
Truckee, CA 96161  
Ph: 587-9418  
[msalmon@tahoedonner.com](mailto:msalmon@tahoedonner.com)





**north lake tahoe**

Chamber | CVB | Resort Association

## Membership Advisory Committee Members

**Business Associations automatically have a seat at the committee:**

- **Village at Northstar Association**
- **Squaw Valley Business Association**
- **West Shore Business Association**
- **Incline Community Business Association**
- **Tahoe City Downtown Association**
- **North Tahoe Business Association**

<u>2012</u>	<u>2013</u>	<u>2014</u>
<b>BOD – Kali Kopley</b>	<b>Valli Murnane</b>	<b>Valli Murnane</b>
<b>Chair – Caroline Ross</b>	<b>x</b>	<b>x</b>
<b>Business Service</b>	<b>x</b>	<b>x</b>
<b>Sherina Kreul</b>	<b>Sherina Kreul</b>	<b>x</b>
<b>Restaurant</b>	<b>Restaurant</b>	<b>x</b>
<b>Michael Gelbman</b>	<b>Michael Gelbman</b>	<b>Michael Gelbman</b>
<b>Retail</b>	<b>Retail</b>	<b>Retail</b>



**north lake tahoe**  
Chamber | CVB | Resort Association

January 4, 2012

To: Board of Directors

From: Sandy Evans Hall and Staff

Re: Tahoe City Golf Course Purchase Update

This agenda item has been included so that any update that is available can be presented at the Board meeting. Negotiations between the partners involved are still taking place and it is not clear at this time whether new information will be available. It is highly probable that a request for TOT funding will be made at the February 1<sup>st</sup> Board meeting.



**north lake tahoe**

Chamber | CVB | Resort Association

January 4, 2012

To: Board of Directors

From: Ron Treabess, Director of Community Partnerships and Planning

Re: Update on TOT Renewal Campaign

Staff will present a brief update as to the next steps in the TOT renewal process. For the Board's reference, staff has attached the strategic recommendations prepared by the consultants based on the results of last summer's voter survey. This report, which was presented to the Board in September, includes an overview of the key findings, highlights of the public opinion results, suggestions of next steps for non-advocacy community education and some for the advocacy campaign.

We are recommending that members of the original steering committee, who wish to continue in this process, along with Board members, form a joint education/advocacy committee to move the renewal forward. It is understood that public monies can be spent only on non-advocacy materials, and that advocacy efforts must be funded by private sources. Staff can assist with the advocacy effort as long as it is on a volunteer, non-paid basis.

In requesting Board members and others to volunteer, we want it understood that this process will begin now and conclude with the June 4<sup>th</sup> election. The current 2% TOT tax expires in October, 2012.



To: Sandy Evans Hall, CEO/Executive Director, NLTRA  
Ron Treabess, Director of Community Partnerships and Planning, NLTRA  
North Lake Tahoe Survey Review Sub-Committee

From: Catherine Lew, President/CEO, The Lew Edwards Group  
Jennifer Rindahl, Senior Associate, The Lew Edwards Group

Date: July 29, 2011

Re: Strategic Recommendations

**DRAFT WORK PRODUCT - CONFIDENTIAL. DO NOT CIRCULATE.**

**This draft work product is internal and for your reference only, and not intended for circulation.**

### **ELECTION FEASIBILITY**

The Lew Edwards Group's (LEG) analysis of the Public Opinion Research conducted by the FM3 from July 5-17 reveals that a majority-requirement, North Lake Tahoe TOT Continuation Measure is definitely feasible and will be successful in June 2012.

As you may recall, the ballot question is asked three times in the survey (when respondents have no information, again following factual information and finally, after critical information is provided). In the initial ask, the Measure garners a total of 84% support amongst likely June 2012 respondents, 56% of whom are 'Definite Yes.' After voters hear additional information, support amongst likely June 2012 voters reaches a high of 90% before settling at 85% (60% Definite Yes) after all information has been shared. With a margin of error of 6.9% for the June Sample, support is well above the margin of error.

While these results are quite strong, the survey does show strong voter sensitivity to current economic conditions, and support is directly tied to a desire to maintain what voters already have, without raising taxes, rather than a desire for major improvements or large projects. As the Chamber of Commerce is very credible, it will be important to maintain the support of your members and the business community moving forward, and avoid any suggestions that the current TOT is harmful to the economy or job creation. Finally, it is important to note that

respondents are adamantly opposed to a sales tax measure and any suggestion of increasing the NLT-TOT is a polarizing one. It is critical that our team focus exclusively on renewing what you already have and telling the story of your accomplishments and future needs, without over-reaching.

## **SURVEY HIGHLIGHTS**

**While only 48% of voters consider North Lake Tahoe to be heading in the right direction, overall, voters are otherwise satisfied with their local community organizations and services.**

- 74% of voters have a very/somewhat favorable opinion of the “Public Utilities District in their area” and 68% have a very/somewhat favorable opinion of The North Lake Tahoe Chamber of Commerce.
- “Jobs and unemployment” and the “Condition of the local economy” were the only problems that over 50% of respondents considered to be either extremely or very serious problems and should be carefully considered in any strategy moving forward. (65% and 64% respectively)
- While not rising to the level of concern expressed over jobs and the economy, the next most serious concern was “The amount of traffic on local roads” with 48% of respondents considering it to be an extremely/very serious problem.
- Only 10% of respondents considered “too many tourists visiting the local area” to be either extremely/very serious problem. Likewise, only 26% of voters believe “too much growth and development” to be an extremely/very serious problem.

## **PROJECT PRIORITIES**

As you know, we tested a total of 32 different projects directly related to the TOT, and current or future services. Unlike some surveys, where support is fairly consistent amongst all potential projects, your voters expressed very clear preferences for projects that would **maintain** current parks, bike trails, beaches and the environment as well as those that spur the economy, while outright rejecting new projects and/or even simple improvements to the facilities that they currently have. (Support varies from a high of 89% extremely/very important to a low of 14% extremely/very important depending on the project.)

## Top Six Projects

- ✓ *Ensuring all funds are used exclusively for the North Lake Tahoe area* (89% extremely/very important)
- ✓ *Maintaining public beaches and shoreline recreational areas* (81% extremely/very important)
- ✓ *Maintaining existing bike trails, beaches, parks and public facilities* (78% extremely/very important)
- ✓ *Creating local jobs* (75% extremely/very important)
- ✓ *Avoiding impacts on natural habitats* (71% extremely/very important)
- ✓ *Stimulating economic development in North Lake Tahoe* (68% extremely/very important)

## Maintain versus Repair/Expand/Improve

As you know, many of the project priorities tested nuances of language in order to determine overall support for maintaining services versus expanding or improving them. The differences were stark. LEG will be providing the NLTRA team with very specifically focused and worded education/communication templates as a result of our exhaustive analysis of polling results. It is critical that the team resist word-smithing these documents. As you can see below, the mere turn of a phrase can erode support by dramatic percentage points, making precise, "on-target" communications, key!

- ✓ *Maintaining existing bike trails, beaches, parks and public facilities* (78% extremely/very important)  
*Maintaining and repairing local bike trails* (61% extremely/very important) (-17%)  
*Expanding local bike trails* (47% extremely/very important) (-31%)
- ✓ *Maintaining public beaches and shoreline recreational areas* (81% extremely/very important)  
*Improving local beaches* (40% extremely/very important) (-41%)
- ✓ *Maintaining local parks* (79% extremely/very important)  
*Improving local parks* (49% extremely/very important) (-30%)

Note that even adding the word 'repair' to maintaining services causes support to drop substantially.

## Lower Priority Services

The following services received less than 40% combined extremely/very important support. Even though voters previously expressed a fairly high level of concern about traffic congestion, they seem less inclined to directly support a new project that could potentially help mitigate this issue. Voters also place a lower priority on supporting museums and the arts in comparison to their parks and beaches.

- ✓ Installing and maintaining regional way-finding signage and mile markers (14% extremely/very important)
- ✓ Providing early snow removal on bike trails (15% extremely/very important)
- ✓ Building an ice rink (18% extremely/very important)
- ✓ Expanding and improving local visitor centers (24% extremely/very important)
- ✓ Creating water shuttle service along the West and North shores of Tahoe to reduce traffic congestion (24% extremely/very important)
- ✓ Supporting local visual and performing arts centers (28% extremely/very important)
- ✓ Expanding local bus, shuttle and trolley services (33% extremely/very important)
- ✓ Supporting museums, cultural and heritage facilities and exhibits (35% extremely/very important)
- ✓ Reducing the impact of tourists on the local area (37% extremely/very important)

## MESSAGING

While all of the messages tested in the survey resonated strongly with your voters, when providing education it is important not to overwhelm voters with too much information. As such, we recommend sticking primarily with the following top four messages, which have “very convincing” intensity levels in excess of 51%.

*The tourism industry is an important part of our local economy, employing nearly seven thousand North Tahoe residents. This measure will continue to promote economic development and improvements to our local area that will help ensure that North Lake Tahoe remains an attractive destination. (87% resonance, 55% “very convincing”)*

*This measure simply continues, with NO increase, the local two cents per dollar occupancy tax that tourists -- not residents -- pay. We should continue to make out-of-town visitors pay this small price to maintain and improve the parks, beaches, bike trails and other local services they use. (87% resonance, 54% “very convincing”)*

*The North Lake Tahoe T-O-T has generated more than 19 million dollars for our area. These local dollars have been used to secure matching funds from state, federal, county and local sources,*

generating 150 million dollars for local projects we could not otherwise afford. We should continue this vital source of local funding. (87% resonance, 53% “very convincing”)

North Lake Tahoe homeowners and property owners would NOT be taxed under this measure. (82% resonance, 51% “very convincing”)

Also of note is the fact that while voters expressed a strong desire for jobs and economic growth in North Lake Tahoe, the potential to use this measure to actively stimulate the local economy was met with a certain suspicion, and was a full 11 points lower than any other message. For example, we do not recommend use of the following message:

*“In this tough economy, many North Lake Tahoe residents are unemployed, and small businesses are suffering. This measure will stimulate the local economy by creating jobs for local contractors and residents, and by drawing more customers into the region to use our shops, restaurants, and locally-owned lodging.”* (66% resonance – 16% Don’t Believe)

While voters obviously appreciate what the measure is doing and strongly support its continuation and the promotion of economic development, it will be important to stick with the simple message of “maintain and continue” without attempting to promote additional services.

### **FISCAL ACCOUNTABILITY, SUNSET CLAUSE & OVERSIGHT COMMITTEE**

Not surprisingly, it will be important to stress key Fiscal Accountability safeguards for your community, including those that are mandatory by law, as they are critically important to your constituents.

- ✓ Ensuring all funds are used exclusively for the North Lake Tahoe area (89% extremely/very important)
- ✓ Requiring publicly available, annual independent audits of all funds and expenditures (87% much more/somewhat more likely to support)

Meanwhile, voters expressed a clear preference for a ten-year sunset clause. While we think it’s feasible to have a sunset that falls between 10-20 years, we would not recommend eliminating the sunset clause from the measure.

- ✓ **Continuing the North Lake Tahoe transient occupancy tax for no more than 10-years** (68% much more/somewhat more likely to support)



Continuing the North Lake Tahoe transient occupancy tax for no more than 20 years (55% much more/somewhat more likely to support) (-13%)

Continuing the North Lake Tahoe transient occupancy tax with no time limit (47% much more/somewhat more likely to support) (-21%)

Finally, while a majority of voters express support for an oversight committee to recommend how funds are spent, there was absolutely no preference as to the make-up of this board and whether or not to include publically elected officials.

- ✓ "Having the current North Lake Tahoe Resort Association recommend how funds should be spent" (54% much more/somewhat more likely to support)
- ✓ "Adding publically-elected officials to the committee that recommends how funds should be spent," (54% much more/somewhat more likely to support)

However, at the same time, one of the top negative messages was a direct attack against the NLTRA. Expanding the oversight committee to include publically elected officials, PUD representation, or other stakeholders moving forward could successfully inoculate against this potential Achilles Heel.

*Funds from this measure are overseen by the North Lake Tahoe Resort Association, a private special interest Board without any representation from local residents. This is like the fox guarding the henhouse. (49% very/somewhat convincing)*

### **FACTORS THAT ERODE VIABILITY**

While the following messages resonated at a much lower level than previously discussed educational messaging, it is important to understand that in addition to attacks against the Resort Association, the following messages do have traction and could erode support should they be deployed on a large scale.

*Resorts say they need this measure to provide money for more buses and shuttles, but these vehicles are already empty and are not well-used. (53% very/somewhat convincing)*

*Funds from this measure only go to build more and more trails and buildings that local communities are then forced to maintain. We simply cannot afford to build more projects that can't be maintained. (48% very/somewhat convincing)*

Educating the voters as to the facts regarding the current TOT, and that the purpose of continuation is simply to maintain current projects rather than expand or build new, will help to neutralize the above arguments.

## ADDITIONAL REVENUE OPTIONS

At the end of the survey we tested three alternative funding measures that would provide approximately \$1 million a year in additional funding.

- Establishing a new, half-cent sales tax was not viable. This mechanism only received 38% support while 60% were opposed.
- 54% of respondents supported establishing a 1% recreational use fee, but 44% were opposed.
- 48% of respondents supported increasing the current North Lake TOT by 1%, but 49% were opposed, a polarizing finding. We strongly recommend focusing on renewing what you already have, and not over-reaching by considering any type of increase.

## PUBLIC INFORMATION RECOMMENDATIONS

While the survey results show healthy viability, it is potential that still needs to be harvested. Therefore, it will be necessary to provide basic information to voters to effectively tell your story, remind voters of the importance of this funding and what's at stake, and to prevent potential confusion or apathy.

The key focus of the Information Message is to ensure that both voters and opinion leaders are properly educated/reminded that this is NOT a new tax, that it simply continues a measure that is already in place, and will allow North Lake Tahoe to continue to maintain parks, bike trails and beaches.

We recommend implementing the following educational vehicles prior to moving forward at the County level to place a Measure on the June 2012 ballot.

Informational Speakers' Bureau: An Informational Speakers' Bureau should be deployed in order to properly inform the North Lake Tahoe community about what's at stake. LEG will prepare a recommended Speakers' Bureau toolkit. Education should include what the current North Lake Tahoe TOT supports, what it is likely to support moving forward, and what would happen without these funds.

Key Influential Updates: We would recommend the Association mail at least three update letters to your Opinion Leaders over the course of the next several months, to update them on the results of the survey, project priorities and the nature of your planning, while giving them

an opportunity to provide additional feedback prior to ballot placement. LEG will draft the first update letter.

Website and Media Needs: LEG will develop messages, facts and information about the TOT Measure for placement on your website and inclusion in your newsletter. The website should also invite questions or comments and any inquiries reviewed by staff routinely.

As all parties had initially presumed a November 2011 election, LEG's partnership with NLTRA reaches its natural conclusion today. However, we are glad to conclude our partnership in August with a Steering Committee/Board Briefing on polling results, at no additional cost to NLTRA. We will also prepare and transmit the Public Education templates (FAQs, website copy, Speakers Bureau Toolkit, etc.) as part of the conclusion of this phase of services.

As an advocacy campaign will still be necessary, we would suggest re-establishing our partnership after the first of the year when the NLTRA team is ready to launch its political campaign. LEG looks forward to partnering with you on a successful TOT renewal advocacy campaign.

**IMMEDIATE NEXT STEPS**

- Schedule Steering Committee and Association Board Briefing on Results
- Determine best manner of briefing District Managers and County on Results
- Draft Public Information Educational Outreach materials