



BOARD MEETING MINUTES

**Wednesday, February 4, 2009 – 8:30 a.m.
Tahoe City Public Utility District**

Final Minutes

ATTENDANCE: Dave Wilderotter, Ron Parson, Graham Rock, Roger Beck, Ron McIntyre, Deb Dudley, Alex Mourelatos, Tom Murphy, Jim Kercher, and Jennifer Merchant

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

OTHERS IN ATTENDANCE: Cathy Davis, Wendy Hummer and Dave McClure

1.0 CALL TO ORDER – ESTABLISH QUORUM

- 1.1 The meeting was called to order at 8:35 a.m. by Board Chair Alex Mourelatos and a quorum was established.

2.0 PUBLIC FORUM

- 2.1 Dave McClure reported on Placer County's response to the Sierra Business Council's conduct at the May 2007 workshops in Kings Beach related to the Kings Beach Commercial Core Improvement project. He said the results of those workshops formed the only basis for community consensus. He said that Gordon Shaw of LSC Transportation, in an e-mail dated February 15th to the program director at SBC, cautioned that there would be negative safety impacts to the backstreets of Kings Beach with the three lane option. Dave said this information was not available at the workshops. In addition, findings in the draft EIR/EIS were not presented. He said the EIR did not include an environmental analysis for the neighborhoods receiving "cut through" traffic. He asked why the NLTRA Board made the contract with SBC. Dave Wilderotter confirmed that he attended the first workshop and Gordon Shaw did present the information related to safety in the grid. Ron McIntyre reminded everyone that the NLTRA is not a planning entity. He noted there is legal action associated with the project and referred Mr. McClure's questions related to this issue to Placer County.

3.0 AGENDA AMENDMENTS AND APPROVAL

- 3.1 M/S/C (McIntyre/Parson) (10/0) to amend the agenda by moving up the Marketing Report earlier in the meeting to item D3 to discuss our response to Jennifer Merchant's letter dated December 31st related to Washoe County booking equity and the addition of item 7A, a Board update on discussions between the Executive Committee and Placer County Board of Supervisors.
- 3.2 M/S/C (Parson/McIntyre) (10/0) to amend the agenda to include a Closed Session item related to personnel matters at the end of the meeting.
- 3.3 M/S/C (Murphy/Rock) (10/0) to approve the agenda as amended.

4.0 CONSENT CALENDAR

- 4.1 **M/S/C (Merchant/Parson) (10/0) to approve the consent calendar with the exception of the Marketing Committee's request to use \$40,000 of marketing reserves for an expanded winter TV campaign in the Bay Area.**
- 5.0 **ELECTION OF BALANCE OF BOARD OFFICERS FOR 2009 (VICE CHAIR, SECRETARY, AND TREASURER) FOR THE NORTH LAKE TAHOE RESORT ASSOCIATION, THE NORTH LAKE TAHOE CHAMBER OF COMMERCE AND THE TAHOE NORTH VISITORS AND CONVENTION BUREAU**
- 5.1 Alex Mourelatos announced the balance of Board officers for 2009. The slate is as follows: Ron McIntyre, Vice Chair; Dan Tester, Secretary; and Deb Dudley as Treasurer. Ron Parson said the Treasurer should be a member of the Finance Committee. Deb Dudley confirmed that she would serve on the Finance Committee.
- 5.2 Roger Beck suggested scheduling a Board workshop or retreat in the near future to discuss the needs and approach for the organization in 2009.
- 5.3 **M/S/C (Parson/Beck) (9/0/1 Abstention-Merchant) to approve the balance of Board officers for 2009 as follows; Ron McIntyre as Vice Chair; Dan Tester, Secretary; and Deb Dudley as Treasurer.**
- 6.0 **DISCUSSION AND POSSIBLE ACTION TO APPROVE COMMITTEE CHAIRPERSONS FOR 2009, AS ELECTED BY EACH COMMITTEE**
- 6.1 Steve Teshara reviewed the approved committee chairpersons for 2009, as elected by each committee. He noted that the Finance Committee and Lodging Subcommittee have yet to approve Chairpersons.
- 6.2 **M/S/C (Parson/Dudley) (10/0) to endorse the committee chairpersons for 2009, as elected by each committee.**
- 7.0 **DISCUSSION AND POSSIBLE ACTION TO APPROVE NLTRA MEMBERS TO THE NORTH LAKE TAHOE COOPERATIVE MARKETING COMMITTEE (CMC) FOR 2009**
- 7.1 Andy Chapman reviewed the proposed slate of NLTRA representatives on the North Lake Tahoe Cooperative Marketing Committee (CMC) for 2009. The slate is as follows; Alex Mourelatos, Dan Tester, Julie Maurer and Steve Teshara. The format of committee representation from each organization is two Board members, the Executive Directors of each organization, and one lay member. Andy reported that this year's Incline representatives on the CMC will be Bill Wood, Crystal Bay Club; Brad Mettler, Hyatt Regency Lake Tahoe; Catherine Atack, Lake Tahoe Shakespeare Festival; and Bill Hoffman, Incline Village Crystal Bay Visitors Bureau (IVCBVB).
- 7.2 **M/S/C (Parson/Wilderotter) (10/0) to approve the slate of NLTRA members to North Lake Tahoe Cooperative Marketing Committee for 2009, as presented.**
- 8.0 **MARKETING REPORT**
- 8.1 Andy Chapman reported that the Cooperative Marketing Committee (CMC) approved the shift of funds from spring/early summer to fund an expanded TV winter campaign in the Bay Area. He said we received a matching grant from Comcast in the amount of \$33,000 for a three week television campaign in the Bay Area. The buy includes a spot on 8 cable networks in the Bay Area on 5 different channels for a total 480 spots per channel. At the January 29th meeting, the Marketing Committee discussed the potential

- for expanding that effort with the possible use of marketing reserves. The indicators from the current spot running show an increase in San Francisco visitors to our Web site. Travel trends show people are traveling closer to home (Nearcation) due to the current economic climate. Jennifer Merchant asked about click throughs to the lodging properties. Andy said January numbers are not yet available, but he would follow-up and provide this information when available.
- 8.2 Cathy Davis with Smith and Jones and Wendy Hummer with EXL Media reported on three options for the extension of advertising efforts in the Bay Area. Option A is to extend media for February and March to drive traffic and increase bookings. Possible mediums to consider include TV, outdoor, and internet. Wendy said billboard rates are reasonable and there is a site available near the San Francisco airport. Cathy said given the perception that we have poor snow conditions and spending is limited, visitors may be waiting to schedule their visits until the next snowfall. Option B addresses this by placing media that can be executed at a moments notice such as TV, internet or direct response. Wendy said radio would help support local events and lodging promotions. Option C is continuing with the current media plan with no additions.
- 8.3 Tom Murphy feels that when snow falls, we get enough media. He said we need to send our message now when the perception is that snow conditions are poor. Andy said we would be addressing that with Option A. Wendy clarified that when it is snowing and the media is greater, our ads direct people to North Lake Tahoe specifically. Wendy added that ski resorts typically cut back their advertising in March, but Easter is in April this year. Tom said we should promote our spring skiing. Andy said the Board needs to discuss whether to expand the program into spring. Roger Beck said leisure business is down due to the economy. He said we need to address the economy with deals and a message of good snow conditions. Cathy said radio can address economic and "value" issues better than TV since there is more time to promote lodging deals. Deb Dudley said the North Tahoe Business Association and Tahoe City Downtown Association are using cable to promote local events. She suggested we coordinate a Cool Deals message with this effort. Alex reported that 75% of click throughs from the GoTahoeNorth Web site to the lodging properties are coming through the Cool Deals page. Roger Beck suggested we replace the term Cool Deals with *Screaming Deals*. Jennifer expressed concern that we could cheapen our product with a too strong of a discount message.
- 8.4 The Board reviewed the TV spot and made suggestions. Andy confirmed that the voice over will be changed and an art card added to the end of the spot for events or promotions. Dave suggested the voice include a message about good snow conditions. Alex feels event information would be too lengthy for the commercial spot. Jennifer said the message needs to be freshened up with more current information. Tom expressed concern about powder shots. He said it sets us up for failure because the expectations are focused on powder. Andy confirmed that we have *groomed* footage that can be included. He said the spot will be revamped visually with a new voice over. Roger suggested including the names of our resorts to make a North Shore connection. Once revised, Alex asked staff to bring the updated spot to the Board for review.
- 8.5 **M/S/C (Parson/Dudley) (10/0) to approve up to \$40,000, from a source to be determined, for staff to develop a marketing program to improve bookings in late February and March.**
- 8.6 Alex reported that the Marketing Committee recommended using marketing reserve funds up to \$40,000 to fund the expanded winter TV campaign in the Bay Area. He confirmed that the request is consistent with the reserve policy. Graham Rock expressed concern about replenishing the reserve account next year if TOT is reduced this year. Alex said the reserve amount is based on our existing budget, so if next year's budget is

reduced, the reserve requirement will also decrease. Tom feels that if the economic issues are addressed in the message, it is a prudent expenditure. Ron McIntyre also expressed concern about potential shortfall in the next fiscal year and cautioned the Board. Jennifer confirmed that the Marketing Committee did not have the opportunity to review other funding options.

- 8.7 Roger Beck asked if Incline would benefit from the expenditure. Alex said this is a NLTRA expenditure. Roger noted that Incline is still receiving the benefit. Andy explained that we have benefited from Incline expenditures in the past. Jennifer suggested the promotions should be more focused on California lodging. Roger noted that coop dollars were expended on the production of the commercial. Graham said it would be a mistake to exclude Incline in our efforts. He feels it is important to maintain a strong open relationship with our coop partners.
- 8.8 Ron Parson anticipates less TOT this year and expressed concern about the use of next year's marketing funds in this current year. He suggested the organization consider other cost saving measures to find the funds for marketing. Graham asked about a contribution from Truckee. Steve reported that Truckee does not plan to contribute to marketing in the current year, but conversations about coop participation are still underway. Ron McIntyre said based on economic indicators, the 2nd quarter shows a downturn; however, there is a significant amount of cushion if our percentages remain the same. Jennifer confirmed that if the 2nd quarter TOT is down, she will meet with the Finance Committee to discuss potential impacts to the budget. Ron clarified that carryover is yet to be determined. Jennifer said we should not anticipate carryover. Steve noted that due to the County aggressively collecting TOT, there are more people paying which could generate carryover. Deb Dudley agreed that there are now more properties contributing to TOT than in prior years. Alex asked staff if there are any additional funds in the budget this year to put towards marketing. Andy said the reforecast shows few uncommitted funds. Dave said our expanded efforts are not only increasing resort revenues, but also TOT and sales tax. He said we are taking money from next year to increase TOT this year that we potentially won't see in our budget because the percentages are no longer based on the 60/40 split. He said the County should take that into account during the budgeting process. Jennifer said staff should identify sources of funding in other areas of the budget besides marketing. She said the County is struggling with its budget. She suggested cutting back internally such as staff and insurance instead of looking externally to the County for funding. Deb Dudley reported that there are case studies available that show what other similar organizations are doing to address declining TOT. She said we should review those studies and discuss potential strategies.
- 8.9 Ron McIntyre requested a sales tax update from Placer County. Jennifer said she would send the report to Board.
- 8.10 **M/S/C (Beck/Dudley) (10/0) to approve up to \$40,000 from marketing reserves to expand the winter TV campaign in the Bay Area, but with direction to staff to make a concerted effort to identify alternative funding sources.**
- 9.0 **PRESENTATION ON THE NORTH LAKE TAHOE MARKETING COOPERATIVE, INCLUDING ROI INFORMATION, AND THE PROCESS FOR CONSIDERATION OF EXTENDING THE COOP LEGAL AGREEMENT**
- 9.1 Andy Chapman reported that the current coop legal agreement expires this fiscal year (June 30, 2009). A subcommittee from both organizations met to review the legal agreement and discuss any potential changes. Under item 1.7, since it is very unlikely that any participants would join at the same funding level, a change in the language is proposed to use the term "Limited Partners." Andy reported that the NLTRA's Marketing

Committee discussed the language in the mission statement and whether it should include regional markets. Andy reviewed the Marketing Performance Review document. He said in fiscal year 2005/06 there was a higher regional frequency due to central reservations. Total media placed since 2005/06 shows an increase. In addition, online activity shows an increase in unique visitors as well as repeat visitors. Andy reported that open e-mail rates have decreased, but are high in comparison to the industry average. Booked business in Conference Sales is consistent. Andy noted that we have kept up productivity and bookings without a second sales position. He reminded everyone that the Marketing Committee will review and discuss these indicators and “Building Blocks” for the FY-2009/2010 marketing budget on February 24th and make a recommendation to the Board in March.

- 9.2 Jennifer Merchant suggested that if media dollars increased by 90%, the indicators should also increase by that amount. Steve said only if the money was for direct consumer advertising. Jennifer requested that information be reported separately. Andy explained that driving consumers to the Web site should show an indication of our efforts. Ron McIntyre asked staff to report on Incline's spending before the coop, in order to determine whether combining our efforts is beneficial. Andy said our properties were not receiving the benefit from Incline's efforts prior to the coop. Ron Parson suggested we look at our investment vs. total investment. Andy said you would need to extrapolate a percentage of the total to a percentage of what we are spending in individual marketing areas. He said you can't break out the individual dollar amount as it relates to NLTRA funding because they are coop dollars. Roger Beck said our goal is to drive people to the Web site. A useful measurement would be to show how much we are spending per visit to the Web site and click through to the lodging properties. Deb Dudley said that would not be a clear indication since people book travel differently. She said all indicators are valuable because we are also trying to drive awareness to the destination. Roger said we need to measure how we are spending the money to demonstrate our value. Deb clarified that we should use a variety of indicators as a true measurement of our success in marketing a destination, not just visits to the Web site.
- 9.3 Andy confirmed that staff is working with the agency on updating the indicators to better measure the success of our efforts. The revised information will be brought forward to the Marketing Committee and Board for review. Jennifer cautioned against taking credit for anything we haven't done. She noted that we can only take credit for click throughs. She asked for more information related to equity and cost per click through to our lodging properties. Deb said click throughs are not the only indicator that we can take credit for. She said we contribute marketing dollars to other coop efforts with partners such as the Sierra Ski Marketing Council and Ski Lake Tahoe. ROI from those efforts need to be taken into consideration which is why a group of indicators such as sales tax, click throughs, and occupancy is the only way to truly measure whether our efforts are making a difference. Jennifer agreed that we should review ROI based on those partnerships. She would also like more information on our annual contribution to the coop. She asked staff to include more indicators such as number of rooms booked. Alex asked staff to revisit the performance measures and look at specific indicators of all our marketing investments as they relate to the coop. Alex recognized that it is sometimes difficult to measure ROI. Jennifer said the information provided is useful, but she would also like to see click through reports by fiscal year. In addition, she asked for more clarity on the decision making process for marketing expenditures. From Placer County's point of view, the NLTRA Board makes the final decision.

10.0 REVIEW REVISED SCHEDULE OF MEETINGS AND WORKSHOPS TO SOLICIT INPUT AND DEVELOP MARKETING DIRECTION AND BUDGET FOR FY-2009/10

- 10.1 The next Marketing Committee meeting is scheduled to be held on February 24th. The committee will review and discuss “Building Blocks” for the FY-2009/2010 marketing

budget. The Marketing Committee and Community workshop is scheduled to be held at the North Tahoe Events Center on March 3rd. After a presentation, the community will be asked to provide input on development of the Marketing Plan and funding for FY - 2009/2010.

11.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE DECEMBER 31, 2008 FINANCIAL STATEMENTS

- 11.1 Sally Lyon reviewed the December 31, 2008 Financial Statements. She reported there was discussion related to rental car mitigation fees. In addition, transportation projects are running under budget due to timing. Andy Chapman reported that, to date, Ski Tahoe North lift ticket sales have far exceeded last year's sales. He noted the ticket is sold internationally. Roger Beck asked about variances including the (\$16,800) in conference commissions. Sally reported that commissions came in less than projected. The Chamber membership write-offs are members that were billed, but have indicated that they are not renewing. Roger asked about the \$27,000 in grant funding. Sally said that amount was additional monies from participants outside Placer County that came into the NLTRA to help fund the performing arts study. The amount was not included in our budget which is why it shows a positive variance to budget.
- 11.2 Steve Teshara reminded the Board that each fiscal year, staff prepares a six month actual/six month forecast and a nine month actual/three month forecast. Sally noted where staff made adjustments to the budget. She highlighted the marketing research line item. She said this item was not budgeted but funded from prior year reserves that were in excess of the required funding. In addition, the conference marketing-PUD line item was not a budgeted expense, but funded from prior year reserves. She said this amount is to be replenished in 2009/10. Steve added that staff anticipates marketing to break even at the end of the fiscal year. Sally reported that we are projecting transportation to be \$40,000 positive to budget pending the North Lake Tahoe Express billing. Steve clarified that overall the company is tracking close to budget. He said if there are any significant changes going forward, they will be addressed in the nine month actual/three month forecast.
- 11.3 **M/S/C (Parson/Dudley) (10/0) to approve the December 31, 2008 Financial Statements.**

12.0 STATUS REPORT – DISCUSSION – FY-2008/09 CONTRACT COMPLIANCE MATRIX

- 12.1 Alex Mourelatos reported that the NLTRA received a letter from Jennifer Merchant dated December 31st related to conference marketing booking improvements. He said representatives from both the NLTRA and IVCVB adopted a plan to determine equitability in the Placer and Washoe TOT funding of the CMC's conference program marketing and booking. The committee also established a review and action process for maintaining program equitability. The response from the CEO's office related to the process for determining equitability stated the NLTRA's approach is unacceptable. They have asked for additional information, such as Incline's operational overhead and staff time spent on conference marketing and booking. The County also expressed concern related to a three year rolling average and said equity should be determined on an annual basis.
- 12.2 Steve Teshara distributed a letter from Bill Hoffman in response to the County's letter in which Mr. Hoffman described the coop as a "marketing programs only" agreement. He also said it is difficult to properly evaluate operations related to marketing within our two distinctly different organizations. He suggested we determine equity based on room tax expenditures and room tax collection. Alex said the Board recognizes the County's need to determine equity, but we also value the relationship with the IVCVB. He said the

Board needs to measure the benefit of the coop vs. what is being requested. Ron Parson said it is not appropriate to ask Incline staff how they spend their time. He said we need to respond to how our organization is spending money. Jennifer explained that Incline's allocation of expenditures was included in the comparison of establishing equity. She said we need to know what we are getting from them if they say they are benefitting Placer County. Deb Dudley asked Jennifer how to move forward on this issue. Jennifer suggested the subcommittee (without Bill Hoffman) and members of the CEO's office meet to further discuss the issue.

- 12.3 Ron McIntyre feels the committee showed equity and the NLTRA Board should reinforce its original position. He said this issue should be made part of the overall record and any negotiation with the Placer County Board of Supervisors. Ron Parson said we need to meet with the right person at the County to review the process again. He said Jennifer's letter did not request information that we can address. Alex said the larger issue is that the County does not trust what we put forward as a Board. Deb said it is a matter of educating the County about the benefit we receive as part of our coop efforts. Jennifer agreed and said she has requested ROI of Incline's efforts, but it has not been provided. It is not a matter of trust, but lack of information. Jennifer said she does not anticipate a conclusion with one meeting. Alex expressed concern about the short timeframe in reaching compliance. Jennifer said as long as we are moving toward establishing compliance the timeframe is not an issue. She said the resolution of this issue must be acceptable to Placer County. Alex said the process is unclear. He asked Jennifer to bring forward clear steps for reaching compliance. Jennifer said she would not bring forward that information. She said the contract says the establishment of equitability must be acceptable to Placer County, she has asked information to make a determination and that information has not been provided. Deb said since Bill will not provide the information that was requested, what information would allow us to move forward. She said we can only give information on what we control. Jennifer asked for ROI based on Incline Village investments to assess the equitability of our dollar. Deb asked the County to be sensitive to efforts made by a volunteer Board and asked the County to work with the NLTRA to reach a resolution. Graham Rock said based on Jennifer's comments, it appears the County wants to divide the coop. Jennifer confirmed the County does not want to divide the Coop. She said Placer County wants to make sure the coop is a benefit to taxpayers. Alex confirmed that the County has received that answer. Roger Beck suggested a small group of board members go to Auburn to speak to County representatives to make headways on this issue. He offered his time as part this effort. Jennifer asked the group to come with indicators that would be helpful in the discussions.
- 12.4 In regards to the Conflict of Interest disclosure forms, Jennifer requested that if there is a conflict, the statements must include the actual dollar amount.

13.0 BOARD UPDATE ON DISCUSSIONS BETWEEN THE EXECUTIVE COMMITTEE AND PLACER COUNTY BOARD OF SUPERVISORS

- 13.1 Alex Mourelatos reported that the Executive Committee has begun discussions with the Placer County Board of Supervisors related to contract negotiations and the reestablishment of percentages (60/40) for TOT funding. He said the Executive Committee has met with all supervisors and feedback regarding the relationship between Placer County and the NLTRA is positive. The supervisors recognized that funds generated in Eastern Placer County should remain in Easter Placer County. The Executive Committee, understanding the financial constraints in the County, is working with District 5 Supervisor Jennifer Montgomery to reaffirm the 60% prior to contract negotiations. Ron McIntyre agreed and said the intent is to reestablish the 1995 resolution related to TOT funding percentages. The Executive Committee recognizes the funding shortfalls in the County, but asked that our participation be proportionate to other participation in the County.

- 13.2 Deb Dudley said she has a moral dilemma with the community not knowing that the funding percentages were changed. She said as we move forward, we need to fully vet the issue with the community. Ron McIntyre clarified that the percentage change was based on County funding shortfalls. Jennifer Merchant said it is a Board of Supervisors decision to change its policy. Ron Parson said the County works for the community and this change was forced on the organization. He feels that had the community known, they would have expressed their concerns. He suggested we inform our constituents. Alex said the intent is to maintain a relationship with the County and to move forward most expeditiously. Roger Beck suggested we send a letter to our membership and the newspaper to inform the public of the current issue. Jennifer clarified that the actual election that occurred for the 2% TOT increase is silent on where specifically in North Lake Tahoe the money goes. It does not need to go through the NLTRA. She said there was not a change in the vote, but a change in policy due to the financial crisis. Jennifer confirmed that the money is still being spent in North Lake Tahoe to maintain county services. Ron McIntyre anticipates a reaffirmation of the original intent.

14.0 CHAMBER OF COMMERCE REPORT

- 14.1 Kym Fabel reported that the 2009 Leadership Program began last month. She said the attendees have expressed their enthusiasm for the program content.
- 14.2 The Chamber participated in a focus group for Washoe County workforce housing. Kym served on a panel with members from the Incline Village General Improvement District (IVGID) and Sierra Nevada College to identify housing challenges in Incline Village. Surveys will be distributed to businesses and employees. She will report on survey results in April.
- 14.3 Kym reported that the Chamber is participating in the Sierra Green Building Association's green business awards program. The Chamber Web site will host the application process. She said this is good promotion for our site and membership. The awards program is scheduled to be held in November.
- 14.4 The online membership renewal form has been very beneficial. It is a great sales tool for the Chamber.
- 14.5 Kym reported on the survey results from the Chamber Holiday Business Survey results. Business owners reported that they felt there were fewer customers this year and the average customer is spending less. Overall 21% thought it was better over last year, but 64% thought it was worse. In reaction to the economic climate, many business owners are reducing employee hours. Managers and owners are spending more time on the front line. Challenges ahead include advertising and motivating employees. The business community feels the Chamber should offer more business to business promotional opportunities and promote unique events. Kym said she would send out the next business survey after the President's Day holiday.
- 14.6 The 55th Annual Community Awards Dinner is scheduled to be held Thursday, February 12th at the Resort at Squaw Creek beginning at 6:00 p.m. Kym encouraged all Board members to attend.
- 14.7 The next mixer is scheduled to be held at Garwood's on Thursday, February 26th to promote SnowFest! This weekend Squaw Valley will host the Raising of the Rings Fundraiser for the Olympic Heritage Celebration. The Dew Tour is coming to our area February 19th through the 22nd. Northstar will host the event. The Tram Face event at Squaw Valley will be held this month.

14.8 Kym reported that there are currently 649 Chamber members.

15.0 ACTIVITY REPORT

- 15.1 Ron Treabess reported that all winter transit services were underway as of December 19th and will run until April 12th. Ridership on TART is up 17% for the first 30 days of the winter season. This overall percentage includes a 36% increase along the Highway 89 corridor and a 15% increase on the Highway 267 route. The Night Rider service has shown continued growth amongst visitors, residents, and employees. The first 43 days of winter operation has served over 16,200 passengers which exceeds the total 2007-08 ridership.
- 15.2 Ron summarized the process of approval for the Tahoe Vista/Northstar pilot shuttle program. He confirmed the service is operating weekends through Easter including the Monday of the Martin Luther King holiday and President's week. Tom said the service change and approval of the final plan should have been vetted by the Board. Ron acknowledged Tom's concerns and explained that a letter was sent from the County to NLTRA staff and the Board Chair indicating support for the service. It was implemented quickly due to time constraints. Alex said we need to recognize the use of Placer County TOT for projects. Ron said staff is working with our PR firm to provide that information going forward.
- 15.3 Ron reported on the development of transit service guidelines. He said Will Garner with Placer County, submitted a list of proposed criteria to the Joint Committee for review and feedback. Ron will continue to work with Will Garner to incorporate comments from the committee and present the revised criteria for committee consideration next month.
- 15.4 Staff received the final draft of the Regional Wayfinding Signage report. He said Placer County has said they cannot take the lead on the permitting process. Staff is working to get the permitting agencies together to discuss the issue with the intent of streamlining the process. Jennifer reported that the document suggests Placer County issues permits for all agencies, but they do not have authority to issue permits for Caltrans or the State. She said Placer County has an MOU agreement with TRPA to issue permits. Ron said the intent was not to have Placer County approve all signs, but a place to help direct projects proponents in the permitting process. Once completed, the document will be available for review on www.nltra.org.
- 15.5 The Joint Infrastructure and Transportation Committee/Community Workshop is scheduled to be held at the TCPUD on February 10th beginning at 6:00 p.m. The purpose of the workshop is for public review and feedback related on the update of Integrated Work Plan.

16.0 PRESIDENT & CEO REPORT

- 16.1 There were no further comments.

17.0 DIRECTORS' COMMENTS

- 17.1 There were no further comments.

18.0 MEETING REVIEW AND STAFF DIRECTION

- The Board suggested scheduling a workshop or retreat in the near future to discuss the needs and approach for the organization in 2009.
- The County requested a January click through report to our lodging properties.
- The Board asked staff to bring forward the plan for extending the winter campaign.

- The Board directed staff to develop a marketing program to improve bookings in late February and March but directed staff to make an effort to identify additional/alternative funding sources rather than only marketing reserves.
- Staff is working on a revision to the Performance Measurement Document to better measure the success of the organization's marketing efforts.
- The County requested more information on the NLTRA's annual contribution to the coop including indicators such as number of rooms booked. The Board asked staff to revisit the performance measures and look at specific indicators of all our marketing investments as they relate to the coop. The County also asked for more clarity on the decision making process for marketing expenditures.
- Staff will schedule Conference Marketing Equity Subcommittee meeting with the CEO's office to further discuss the issue of contract compliance.
- Jennifer Merchant confirmed she would e-mail the Placer County sales tax update to members of the Board.

19.0 ADJOURN TO CLOSED SESSION

19.1 The meeting adjourned to closed session at 12:40 p.m.

20.0 RECONVENE TO OPEN SESSION

20.1 Board Chair Mourelatos reported that the Board provided direction to the Executive Committee regarding personnel matters.

21.0 ADJOURNMENT

21.1 The meeting adjourned at 1:30 p.m.

Submitted by,
Sarah Holster
Executive Assistant