



Mission: To improve the economic vitality and quality of life in the communities of North Lake Tahoe.

**NTBA Board of Directors Meeting**  
**Thursday, October 19, 2017, 3:30 – 5:30 p.m.**  
**North Tahoe Event Center**

**MINUTES**

**Present:** Jamie Wright, Pam Emmerich, Charlie Teran, Cindy Gustafson, Kim Smith, Christine Bettera, Jessica Weaver, Emilio Vaca (by phone at 3:35 p.m.)

**Absent:** Greg Moutinho, Lindsay Thayer, Dax Willard, Ernie Brassard

**Staff:** Joy Doyle

**Guests:** Erin Casey, Katelynn Hopkins, and Kristi Kohnen

1. **Call to Order & Establish Quorum** - Pam called the meeting to order at 3:33 p.m. A quorum was established.
2. **Approval of October Agenda** - Charlie made a **MOTION** to approve the October agenda. Kim seconded the motion. Approved unanimously.
3. **Approval of September Minutes** - Charlie made a **MOTION** to approve the September minutes. Kim seconded the motion; Jessica abstained. Motion approved.
4. **Public Comment + Board Member Announcements**

Erin Casey of Placer County CEO office indicated the Placer County Board of Supervisors would meet in Tahoe at the NTEC on Monday, October 23. Agenda items include: Transient Occupancy Tax policy (clarity on county's practice of investing TOT into the community); Update on work with Host Compliance (firm that identifies properties listed on VRBO, Airbnb, etc. that don't have TOT certificate); Contract with NTPUD to install wayfinding signage and do trail maintenance in the Regional Park (will also talk about the partnership with the NTPUD to complete various projects in to the community); Olympic Ski Museum proposed project to be located in Squaw Valley park, contract to fund planning process. Erin to present; North Lake Tahoe Resort Association Update; Firehouse properties in Tahoe City (to identify a use the community will be interested in, feedback being used to create Request for Interest). Placer County has hired a new person in the County Executive Office, filling Chris Perry's position. Jonathan Jansen will start in mid-November and he is going to work on economic development initiatives and business development.
5. **Financial Reports – Joy**

Joy indicated that financially things are looking good. The budget vs. actual report and P&L by class reports presented at the last meeting, were through September 18, so the October reports only include 12 additional days of activity and not much has changed. Pam questioned the membership income being high considering we were concerned with quantity of members decreasing. Joy clarified that the budget is built by month; she looks at the total number and attempts to predict what will happen monthly but actuals often vary.



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## 6. NLTRA Update – Cindy

Cindy indicated Placer County and NLTRA will very soon have more to report on their partnership. The NLTRA met and had their board retreat recently. They looked at feedback from 2016 organizational task force and 2017 subcommittees and are beginning to implement things like moving meetings around the community. The retreat was primarily focused on governance and governance structure (makeup of the board so that it is representative of the broader community). Discussion did center around the conversation of formation of a TBID. Members will soon receive an email to vote on bylaw change to move elections to spring (new board members would take their seats in April). Also NLTRA is considering changing board makeup to include combination of designated, elected, and appointed seats and to increase the number of “at large” seats to create more flexibility. NLTRA Board will discuss at their November 1 meeting. Just finished annual chamber luncheon; great turnout. Topic was housing. Chamber collaborative group will get together tomorrow, will discuss board governance changes and more.

Erin mentioned business associations will most likely have a role on new group/committee focused on community priorities/tourism master plan (last approved in 2015). Meetings likely to happen in first and second weeks of November in Kings Beach (Nov 1), Tahoe City and Donner Summit (week of Nov 6). NTBA would appoint someone to be part of the committee (could be staff, board member or NTBA member). Goal is to make sure goals in tourism master plan are in alignment with where we are today and addressing the community’s needs; and to recommend capital investment/infrastructure projects to the Board of Supervisors. Funding will also be a part of the conversation.

Erin indicated the Board of Supervisors is about to approve a policy that states revenue generated here stays in the community.

California State Parks Commission meeting occurring tomorrow, Oct. 20. We all just heard about it today. They will cover KBSRA general plan update and more. Cindy indicated either she or Ron will try to attend as it is important they hear from the community while they’re here.

## 7. Executive Director Report - Joy

### a. Review Upcoming Meetings + Events

Board of Supervisors Meeting October 23, Open House for the Event Center Design Concept October 24, Mountain Housing Council workshop, October 25 - Joy will participate on the panel with Cindy Gustafson and Lynn Saunders from the Truckee Chamber. Leadership Program Recruitment Breakfast on October 26 (Katie Korpi plans on participating). Passport to Dining is Nov. 9 – please share it and/or invite your friends on Facebook. Joy is also circulating a sign-up sheet to volunteer at the event. Will need additional help with breakdown this year. If you haven’t yet made a donation to donation/raffle, please do. And, please sell tickets! Semi-annual meeting scheduled with Placer County for Nov. 29 - Emilio, Pam, Christine, Kim and Jess to attend. **Action Item: Greg & Lindsay** – please let Joy know if you can attend. Joy brought a card for David Boesch’s retirement and circulated for signatures. Joy will bring it again to the next meeting so absent board members can sign it. Annual tree lighting event on December 1– NTBA to assist.

### b. ED Report highlights (written report submitted with agenda) - Joy

There are no sign-ups currently for budgeting seminar (Nov 4). We currently have 209 members (addition of one new member since writing the report). Since Joy took back the prospecting of new members, Joy secured 3 members; one community supporter, two basic members. All 30 tasting stations committed for Passport to Dining. If anyone knows of folks who might want to volunteer, we need them. Consider asking



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the Leadership Program past and interested participants if they are interested in volunteering at Passport to Dining. Washoe County health permit paperwork is a lot less labor intensive, however cost could be \$350 or more and we didn't budget for this. Winter Marketing Plan completed and submitted to Board.

For winter promotion (details submitted with agenda) - both heaters and fire pits have been donated. The cost per participant is between \$104-155. Group decided to change January and February dates to move them to off-peak weekends. Following meeting on Oct. 5, Joy is feeling frustrated trying to get responses from people. Joy has concern about generating too much burnout for staff, but it is the first year. Discussion followed. Dax indicated he would help with the outreach this month to determine participation and get businesses to provide necessary information by October 31. There's still a lot to do; hoped to roll out concept to the community in time for the tree lighting but we may not be able to roll-out until late December or early January.

Liberty Utilities said they'd donate \$1,000 of LED lights for Design committee's building lighting project. Employee reviews are complete. Kristy is potentially interested in joining the Board in January. Joy included a grid with board seat/term details; she is not aggressively trying to fill remaining spots, but will email outreach to all members and prospects to see if there is interest in the two vacant seats. Joy also included year-over-year comparisons of Passport to Dining.

#### **8. Membership & Open House Discussion (reference written reports submitted with agenda)**

NTBA is seeing a concerning drop in membership numbers. Membership has always been a staff function however, Joy feels that due to the decrease, it is a good time to bring the Board up to speed and for the Board to recognize that membership is at the core of our organization, so the Board needs to be involved and informed. Joy reminded that we all knew that this was possible when we increased membership dues in October 2016. Annual comparison, year-to-date, we have a 6% decrease (net of 13 members). Because we're close to the end of the calendar year (how we track membership), Joy created a projection of late and due to renew members and their likelihood to renew; she anticipates we may have 6 more drop (could be up to 10). Joy projects she can get three new community supporter members and three new basic members and anticipates that 2 Premier members may decrease their member level. Joy indicated she doesn't want to assume this is the beginning of a trend, but she also doesn't want to ignore the situation either. Average annual number of drops since Joy started with the organization is 10.4. Average attrition rate is 10-15% based on Western Association of Chambers. Average of 28 new members per year, however Joy doesn't believe that is attainable year over year and the Board agreed. If Joy's projections are correct, we will end 2017 with 208 members, 22 new, 35 dropped and a net loss of 5.9% This would be the largest number of drops since 2008, which is a far back as NTBA membership records go. Also, this would be the first year that we have had a decrease in membership since Joy started with NTBA in 2011.

Non-renewal reasons – reviewed and discussed written summary provided. 11 members “can't justify/don't see value,” 7 members were non-responsive. Joy believes the majority of folks are decided not to renew because they don't see the value or can't justify the expense.

Emilio commented that there aren't many new businesses moving to town at the moment; what is the number of businesses/members that is sustainable? What are the direct benefits that are keeping people engaged, or are they focused on the “greater good” for the community? Joy indicated from feedback gather at NTBA open house in February 2017, 14 members indicated they valued macro and micro



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benefits, 11 members indicated they valued macro benefits most, and 1 member indicated they valued micro benefits most. The follow-up survey revealed that 73% agreed with the Open House feedback.

Staff suggested the following for Board consideration:

It may be a good time to review and consider revising our levels and benefits to reduce/eliminate the benefits without real or perceived value. We should consider focus groups by level of membership, industry type, length of time as a member.

Joy will take back new member recruitment. She suggested there is an opportunity to leverage board for member retention; i.e. do outreach with memberships (peer-to-peer). If we were going to implement, this would mean each board member would have 10-12 members to outreach to per year.

Joy suggested that we could prove the marketing value of membership at the end of the membership period by establishing unique campaign ID (trackable URL) for elite/premiere members. However, the Board did not recommend this approach.

Joy also suggested that we consider changing the invitation and/or onboarding process, develop a referral program, incorporate testimonials into the website to use for prospecting and retention, and/or develop a retention perk program.

**Action Item:** Joy will include membership and Open House to be standing agenda items for the next several months so that staff can further involve Board input.

Regarding 2018 Open House, Joy indicated she's going to lean on the membership committee to assist with planning the Open House; they will make recommendations at the November board meeting. All Board members invited to participate in the membership committee meeting one hour prior to November board meeting.

**Action Item:** before the November board meeting, **all Board members** to refresh themselves with the results of the 2017 Open House interactive stations (included with agenda).

Discussion took place about member communications and Joy's concern for email being less effective in the past 12-24 months than ever before. Emilio suggested that in the focus groups we could ask what members want to hear from NTBA and how they want to hear it (method) and how often they want to hear it.

## **9. Board Seat Openings + Recruitment**

Joy covered this during Executive Director Report.

## **10. NTPUD Update – Pam**

NTPUD launched its e-news and is working hard to get email addresses from accounting to build its list.

Initial design concepts for the NTEC are available. An open house style event will take place on Oct. 24. If you're unable to attend the meeting, comment cards are at the NTEC, or can be completed online. This will be the only opportunity for public comment on the design. An updated timeline is also available on the



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NTPUD website. After the open house, there aren't a lot of public meetings scheduled. The plans are the first step of the NTPUD pushing it over to Laulima to manage moving forward.

NTPUD still has rebates available for water saving appliances. Ready to put out RFPs for concessionaires (SUP/kayak, sailing school, small jetski concession). Also putting one out for a food vendor (primarily at the Regional Park).

Reminder – Oct. 24, Kings Beach trail public meeting. It will be open house style. NTPUD is hosting Board of Supervisors reception October 25 at 5:00-5:30 p.m.

Wildfire/emergency response – please make sure to sign up for Placer County's Placer Alert system and follow local public agencies on social media.

#### **11. TMA Update – Jaime**

TART is running year-round night service. Special rack cards pinpoint when it will run until 9pm vs. 2am. This is the first year of it running in the off season, so they want to see it used.

TART is currently struggling with employees, but the program is going well overall. Placer County is working to open up more full-time, year-round positions. Training is also offered, as is subsistence pay (cost of living pay) and full benefits.

On Dec 15, night service will extend until 2am; 30-minute service into both Northstar and Squaw Valley this winter as well. Next step is north of resorts into Truckee.

TMA is holding a membership mixer at TC's Pub at Northstar from 5pm-7pm on Thursday, Oct 26.

Adjourned at 5:37 p.m.