



Visit Estes Park  
The Destination  
Marketing Organization  
VisitEstesPark.com

## Board of Directors Regular Meeting Minutes

Wednesday, February 27, 2019, 1:00 p.m.  
Conference Room, 1230 Big Thompson Ave

Board Members Attending: Sean Jurgens, Deborah Gibson, Marie Cenac, Todd Jirsa and Pat Murphy

Also Attending: Kyle Patterson, John Nicholas, Scott Webermeier, Zac Clemens and ~~Cristina Kraft (sp?)~~

*Christina Kraft*

John Chmil, Visit Estes Park Attorney, Lyons Gaddis  
Eric Lund, President & CEO, Visit Estes Park  
Kevin Benes, Chief Financial Officer, Visit Estes Park  
Wendi Bryson, Office Manager, Visit Estes Park

The meeting was called to order by Chair Sean Jurgens at approximately 1:00 pm.

### PUBLIC COMMENT.

Nicholas gave an update on what the EDC is working on and requested if the VEP board would please offer someone to serve the vacant seat on the EDC board. Kraft introduced herself to the board and explained how what the EDC was working on fit with the VEP mission and expressed her appreciation for how the organization has provided support to the EDC in the past.

### REPORTS.

Patterson gave an overview on the impact of the government shutdown on the Park and thanked Visit Estes Park for all the help provided in getting information out to the public during the shutdown. She talked about how guests to the park during the shut down contributed to keeping things clean and how visitation was impacted by the shutdown. She explained how guests have been calling in thinking that it is true spring in the park, and are surprised that there is still snow. She continued to explain that during the spring the Park sees a majority of visitors that are unprepared for winter conditions, so education has been the main focus for Park staff.

### CHAIRPERSON'S MESSAGE.

Jurgens went over the main points on the agenda. Gibson moved to approve the agenda, Murphy seconded. With no further comment, the motion passed unanimously.

### PRESIDENT & CEO.

Lund shared that he had asked the governance committee to set up meetings to start working on a new three-year strategic plan and that he thought two meetings with the board, meetings with the staff for their input and meetings with key stakeholders for their input would be in order. He explained that there were objectives in past strategic plans and operating plans that he thought could be used as a base to build the new plan. He felt that the mission and vision statements could be reviewed at the same time. He then talked about the new transparency page being available and that the new KPI dashboard was available and would be published in the paper soon as well. He gave an update on FAM tours and how a second was being added for the year. He talked about additional group marketing and how that would benefit Estes Park. He talked about where staff was at with the stakeholder database update with the addition of building up the photography database for the stakeholders as well.

### CFO.

Benes shared that the 2018 books were officially closed and matched what was re-appropriated at the end of 2018. He shared some highlights with the board that included that the lodging tax was up slightly over what was budgeted, the visitor guide was fully funded by itself due to the sales efforts of Abi yet again and was not paid for by any tax funds for the second year in a row, advertising spend was right within budget, legal fees were significantly lower than 2017, he went over how the original budget was set to spend 500,000 over the

projected income and that it came out to actually be only 181,000 in the red, and that the biggest change was due to getting all the outstanding debt down to almost nothing that was led by Bryson. He then explained that the comprehensive audit on 2018 had begun, how the initial questions had been answered, and that the board could be getting questions from the auditors. He explained how he had learned that the town sales tax was so high over the previous year in 2018 due to amazon reporting local taxes finally, and how in 2019 it should be a more accurate comparison.

### EXECUTIVE SESSION

Jurgens moved to go into Executive Session for the purpose of consulting with the attorney on specific legal questions regarding the forensic audit under C.R.S. Section 24-6-402(4)(b), Jirsa seconded. With no further comment, the motion passed unanimously. The Board entered into Executive Session at approximately 1:20pm and resumed regular session at approximately 2:00pm.

### OPEN SESSION

Jurgens moved to direct the legal counsel to investigate into the handling of the CTO grant a little further, Jirsa seconded. Webermeier asked what was being referencing, and Jurgens explained that it was handling of the CTO grant that was lost. Webermeier asked what the time frame was, and Jurgens explained that it was from the fall of 2017 to when it was returned in the spring of 2018. Webermeier asked what the amount was and Jurgens shared it was a \$25,000 grant. Clemens asked if it was an on going grant and what was meant by "lost it." Jurgens explained that the organization had to return the funds to CTO because the organization was not able to meet its obligations. Cenac shared that it was important to note that it was not just the \$25,000, but the effect on grants for the current year. Jurgens explained that it was standard procedure that if you return grant funds to CTO that you become ineligible to be the primary recipient for grant funds for one year after. Webermeier asked for more information on the initial findings of the forensic audit. Gibson asked if Webermeier had seen the initial findings report put out and he shared that he had only seen what was printed in the Trail Gazette. Gibson explained that an update was received the day before the meeting, and that after the initial report Elizabeth had responded by supplying some of the missing receipts that had been submitted previously to the auditors. This took the total number of missing receipts down to four totaling somewhere in the neighborhood of \$280 dollars. Webermeier asked if the update to the report was available to the public and the board agreed. Benes explained that since they had just received the supplement letter that it was not posted to the transparency site yet, but he would be happy to send Webermeier a copy of both letters in his email. He then offered to do the same for Clemens for his story in the paper. Jurgens explained that the only thing that the board felt needed further investigation was how the CTO grant was lost and why from he forensic audit findings. Jirsa mentioned that there was one other significant policy violation that was in the report in relation to the gifting policy, and Gibson shared that there was not going to be any further actions on previous years. Jurgens repeated his motion to instruct the legal counsel to further investigate the CTO grant that was lost. With no further comment, the motion passed unanimously/

### PROGRAM REVIEW.

1. Lund spoke about the need for more focus on group marketing through trade shows in 2019 and presented a list of trade shows that he felt appropriate for the organization. He touched on different types of trade shows and how that return could be tracked for each show. He mentioned that for every dollar the organization spends it should generate about \$20 in sales tax revenue. Gibson asked what the cost breakdown would look like, and Lund said that was broken down on the spreadsheet in his presentation. Gibson asked about staffing costs, and Lund shared he didn't include any except the travel expenses since he through he could handle most of it himself or with current staff. Jurgens asked if the \$79,000 was budgeted, and Lund explained that it was under advertising. He went on to explain that he had visited with Davis and Benes and figured out there was roughly \$100,000 available in the advertising budget that could be used. He explained that they didn't need that much since the program was starting later in the season. Gibson expressed concern about additional cost for additional duties for current staff or if group promotion has anything budgeted currently. Benes explained there was a small mention in operating plan but that very little funds had been allocated in the budget and that most of that had already been spent. Gibson wanted to know what the Smart Meetings one was for that had \$10,000 allocated to it, and Lund explained that one was specifically geared toward corporate meeting planners. Lund went on to explain how the list was compiled.

Gibson and Jurgens agreed it was a good direction, but Jurgens expressed concern if it fit within the operating plan. Lund said it would fit within the objectives, but there was no budget assigned to it. Lund thought that in the future they would want to add staff to manage the group marketing depending on the responses received. Jurgens asked where Lund came up with the 20:1 ROI and Lund explained that based on his experience it's usually around 30:1 and since it was going to be a new initiative he tried to be conservative. Murphy expressed enthusiasm with the initiative. Jurgens asked if there needed to be a motion, and Benes agreed that there needed to be a motion to approve the program so the funds could be re-appropriated in the third quarter. Murphy moved to approve moving \$79,000 to group marketing to fund the program, Gibson seconded. Webermeier asked if Estes Park had the inventory to respond to the expected RFPs, because similar efforts had been discussed in the past and it was determined that the services available were not enough. He expressed concerns that, while the wedding industry was taking care of itself, the services and inventory available were not sufficient to meet the needs of groups beyond that. Lund explained that the program would be solely focused on the off seasons when the majority of inventory would be available and that they would be targeting small and medium groups only. With no further comment, the motion passed unanimously.

2. Bryson explained that there were a few minor updates that needed to be made to the current bylaws that included the new office address and a language correction in section 201. She continued to explain that she was not able to get the updates to the board members in time to vote on them today and this was more to make them aware that a few things needed changing and to allow for questions. Jurgens asked if the board had other updates they would like to suggest if they could send them to her, and she explained that they could. However, she needed the changes in time so they could be sent to the rest of the board at least 10 days before the board could vote on them.

#### POLICY DEVELOPMENT.

1. Jurgens explained that since all the current board members were now present that they needed to elect new board officers. Gibson asked if there had been any more applications to fill the vacant seats. Jirsa shared that he thought there was one more since the last meeting for a total of three applications. The thought between the Town and County was to do a joint interview once they had more applications. Jurgens went over what positions were open and asked if anyone would be interested in being Chair. Jirsa asked if Jurgens was ok serving another term as Chair and Jurgens agreed. Jirsa asked if Gibson was ok with staying as Treasurer and she agreed. Cenac agreed that she would be Vice Chair and Murphy agreed he would be willing to be the Secretary. Jurgens moved to appoint Sean Jurgens to the position of Chair, Marie Cenac to the position of Vice Chair, Pat Murphy to the position of Secretary and Deborah Gibson to the position of Treasurer, Jirsa seconded. With no further comment, the motion passed unanimously. Gibson asked about committee appointments, and Jurgens asked that it be added to the next meeting agenda.
2. Jurgens asked Bryson what the results were from the availability survey she had sent out after the last board meeting. She shared that the only day that at least four Board members marked as available was the first Tuesday of the month, and all seemed to be available from 6:00pm or later. She shared that Gibson had only marked Thursdays for her availability. Gibson thought she could rearrange somethings to make Tuesdays work. Jurgens mentioned that would make the next meeting the following week, and Bryson suggested perhaps the board could push the meeting back a week. Jurgens thought they could just have a short meeting next week. Jurgens moved to change the regular meeting schedule to the first Tuesday of the month starting at 6:00pm in the conference room located at 1230 Big Thompson Ave, Jirsa seconded. Cenac thought it would work much better. With no further comment, the motion passed unanimously. Bryson explained she would send out calendar invites for the new schedule and deadlines after the meeting.
3. Benes gave a brief overview of the provisions the Bank of Colorado agreed to. Murphy moved to approve the change of investment of reserve funds to CDs with the Bank of Colorado, Cenac seconded. Webermeier asked what the interest rate was going to be. Benes explained that the rotating CDs were from .35% to .6% and currently the funds are in a money market account earning .1%. With no further comment, the motion passed unanimously.

CONSENT AGENDA.

Jurgens moved to approve the January 16, 2019 minutes, Murphy seconded. With no further comment, the motion passed unanimously.

BOARD COMMENTS.

Jurgens mentioned that Bank of Colorado and Bank of Estes still needed signatures from some of the board members. Bryson explained which branches to go to and that it only took a few minutes.

ADJOURN.

Jurgens adjourned the meeting at approximately 2:30 pm.



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Wendi Bryson, Recording Secretary

DATE: 3/5/19



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Sean Jurgens, Chair

DATE: 3/5/19