



Visit Estes Park
The Destination
Marketing Organization
VisitEstesPark.com

Board of Directors Work Session Minutes May 5, 2015

Board Members Attending: Bill Almond, Karen Ericson, Lindsay Lamson, Adam Shake, Scott Webermeier

Also Attending: Elizabeth Fogarty, President & CEO
Visit Estes Park Staff Suzy Blackhurst
Visit Estes Park Staff Michael Bodman

Ron Norris, Trustee, Estes Park Town Board
David Batey, community member

Public Comment.

New Staff member Michael Bodman was introduced to the board.

David Batey said he would be trying to sit in on VEP meetings to learn more. He had hoped that Wellness Summit would be discussed. He felt there was a lot of energy and enthusiasm exhibited at that meeting. He noted that to really do wellness marketing for the area, additional resources would need to be identified and next steps would need to be identified.

Board Comments. None

A. Discussion Items and Reports

1. Town Board Liaison Report – Ron Norris
Trustee Norris reported the following:

Town Administrator Frank Lancaster has hired Travis Machalek to be the new Assistant Town Administrator. His role will be one of planning and coordinating. There have been two staff resignations: Dave Shirk and Wes Reichard.

The main issue discussed during the most recent study session was an appraisal and what to do with the 70 acres of Fish Hatchery property. As the property is a substantial asset, the board agreed that it would take the time necessary to develop a process of what does the most good to the community in terms of addressing housing issues.

Norris said he appreciated the support from Visit Estes Park during the recent public meeting on the FLAP proposal. Norris said his goal is to focus on facts and data, while realizing and acknowledging that people are afraid. If the town does proceed with the FLAP, Norris said he wants to know what measurements will be used to measure how business is really doing. He said the 2003 traffic study outlines everything else being done.

During next week's meetings, Dry Gulch Road construction issues will be discussed along with Broadband, joining the Regional Transportation District (RTD), planning commission items, a town

development code amendment to allow dog washing downtown, Scott Ponds Dam modifications, an art in public places policy, and appointing two town board members to interview team for la Local Marketing District board vacancy.

2. Financial Report

Suzy Blackhurst distributed financial reports for the month. Michael Bodman will be presenting the reports going forward.

3. Regular Meetings vs Work Sessions

It was a consensus of the board that all meetings in the future be considered regular meetings to allow for ease of voting, especially since we normally allow public comment at every meeting.

4. Board Vacancy

May 15 is the deadline for applications for the board position vacated by Lynette Lott.

5. Board self-evaluation

Using the questionnaire adopted from Fundamental of Destination Marketing, board members discussed their reactions to questions posed in the document attached to these minutes.

Scott Webermeier said he disagreed with principals 1, 5, 8, 11, 12, 19, saying while the board was effective, there is not always clarity between board and staff, and individual board priorities sometimes supersede the organization's overall agenda. He noted that board members are not held accountable for adhering to the responsibilities of the board of directors, because we do not have a written policy managing such.

Karen Ericson said she thought the board was responding effectively to issues. She believes this board is more effective than others she's served on.

Lindsay Lamson said he found #11 difficult to answer as it pertains to #13, #14 and #15.

Adam Shake said he feels roles have become very clear following discussions in the recent past. The board wanted to take one approach, some wanted another. He believed the board came to a consensus on those issues. He agreed with statements in 2,3,4,5, 7, 8, believes meetings are run effectively, and he agrees with 10, 11, and 12, although agreement with 12 is a recent occurrence. Although morale often is cyclical, he said board members trust each other (#13 and #16).

Bill Almond said the board has progressed considerably as the group started with no structure, no function, and no identity. He said the board has had rich discussions the past couple months and wondered what it take to answer very high to #19. He said he'd like to see more work completed by committee.

Scott Webermeier said roles and responsibilities are clear although there could be a better definition of what the board expects from itself individually and as a whole. He wondered if the board should be more integrally involved in developing the operating plan and wondered how to measure success of the organization.

Bill Almond stated that strategy should be the board's focus and also recited Elizabeth's goals for 2015, that she will be judged on.

Karen Ericson talked of point #11 where she said there are two roles: representing the community and how decisions affect a board member individually. She purported that that board shouldn't stop looking at actions from personal perspectives because she believes that makes each board member effective.

Adam Shake compared the board's work to military operations where all agree in working toward a common goal, but seeing things through different lenses. In the end, though, he said all must end up looking through the same lens which makes the organization effective.

Ron Norris said he'd seen the board come a long way to having clear, guiding principles and reminded board members that talking about roles and responsibilities never ends.

Lindsay Lamson said the board's mission has changed multiple times from start up to emergency mode dealing with crisis at hand to product development. As organizations grow and evolve things change. The board has to change – not doing the same thing. He said he believed this is a well run and well respected board. Lindsay expressed confusion as to when he's allowed to take off the VEP hat and advocate separately, with a differing opinion.

Elizabeth Fogarty said she discusses advocacy in her CEO reports to provide talking points for the board, and if the board doesn't agree with the direction, the board members can discuss and reevaluate at that time.

She stated that at last year's board strategy session at EPCondos, the Board discussed revisiting the self-evaluation twice a year, which is ideal so adjustments to weak areas can be made before year-end. She said during the April 21 meeting, the board agreed that VEP board members were always wearing LMD "hat." She added that if there is not unanimous agreement, the issue should be discussed again, as it would be ideal for everyone to agree.

Lindsay Lamson said it could be very helpful to put issues on an agenda to thoroughly discuss. If the issue is not discussed, he said it would be uncomfortable, and he didn't want to get crosswise with any organization he's involved with. He said there needs to be a balance and way to comfortably talk about issues.

Bill Almond suggested the board needs to focus on roles and responsibilities.

Scott Webermeier noted that policies are to be reviewed on an annual basis.


Elizabeth Fogarty said more discussion probably would be needed.

Bill Almond said he would add a generic review about the topic for next public meeting.

There being no further business, the meeting was adjourned



Suzy Blackhurst, Recording Secretary



Bill Almond, Chair



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Board Self-Evaluation

Please indicate your level of agreement with each statement	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Roles and responsibilities of Board members are clear.				
2. Individual board members actively participate in board decisions and activities				
3. Most board members devote adequate time to their board responsibilities				
4. The board uses effective procedures for getting things done.				
5. Board members can discuss their ideas and concerns openly with each other.				
6. The information board members receive in advance of board meetings is useful.				
7. The board recognizes and utilizes the strengths of each of its individual members.				
8. Individual board members are held accountable for adhering to the Guiding Principles adopted by the board in 2012.				
9. The leadership of the board runs effective meetings.				
10. The board regularly refers to approved goals and objectives to guide its actions and decisions.				
11. Board members look beyond their own individual priorities to focus on the board's overall agenda.				
12. The board understands and honors the boundaries between board and staff.				
13. A high level of trust exists among members of the board.				
14. A high level of trust exists between the board and Visit Estes Park's CEO & President.				
15. Board members work well together.				
16. Morale within the board is high.				
17. The board welcomes ideas for improving its effectiveness.				
18. As a whole, the board responds well to change.				
19. Overall, I would rate the effectiveness of the board as very high.				