



Visit Estes Park  
The Destination  
Marketing Organization  
VisitEstesPark.com

## Board of Directors Regular Meeting Minutes

Tuesday, August 6, 2019, 6:00 p.m.  
Conference Room, 1230 Big Thompson Ave

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

Board Members Absent: Camden Birkeland

### Also Attending:

Eric Lund, President & CEO, Visit Estes Park  
Kevin Benes, Chief Financial Officer, Visit Estes Park  
Abi Huebner, Director of Stakeholder Services, Visit Estes Park  
Wendi Bryson, Office Manager, Visit Estes Park

The meeting was called to order by Chair Sean Jurgens at approximately 6:00 pm.

### PUBLIC COMMENT.

None

### REPORTS.

Patterson was not able to make the meeting, but Lund gave a brief update on the visitation through the Visitor Center instead. Gibson asked how they counted the visitors into the visitor center, and Bryson shared that there were counters on the doors.

### CHAIRPERSON'S MESSAGE.

Jurgens went over the items on the agenda briefly. Gibson moved to approve the agenda, Humiston seconded. With no further comment, the motion passed unanimously.

### PRESIDENT & CEO.

Lund started going over some highlights of his written report, and Jirsa shared that he liked the new format with the power point to go with the meeting. Lund went on to go over some group sales updates and the last-minute availability page that would be soon available through the Jackrabbit platform. Cenac shared a comment she had received from someone that there was a concern that Jackrabbit was not real time. Lund explained that it should be updated each hour, and Jurgens shared that had not been their experience. His property had been sold out the day before and still showed availability on Jackrabbit. Lund asked if they had shown sold out on their website and Jurgens explained that they had shown sold out on their website. Other board members expressed concern that the last-minute availability may not show actual availability and wondered if there was a better solution. Lund thought it would just require a little extra education for the guest. He went on to give a brief overview of a new RFP form, recent meetings with planners, finding new comp market sets and the digital annual report. Next, Lund explained the thought process behind the community engagement plan. Gibson asked for more information on the two groups that had already completed the new RFPs and what they were for. Lund explained one was for a dog show in 2020 and the other was for a medical group in 2021 and gave some details.

### PROGRAM REVIEW.

Lund went over highlights of Davis' marketing report including the metrics for the website after the launch of the new site, social media metric highlights, some traffic data for the highways into town and into RMNP and the PR metrics. He went on to go over some of the upcoming expected PR Pitching events. Jurgens asked if someone was currently at the Dallas/Austin desk sides. Lund thought not, but Benes shared that Oppermann

was there. Lund went on to go over some of the writers being hosted in an upcoming FAMs focused on outdoor adventure. Next were updates on stakeholder sales including an update on where the sales for the year were at in comparison with last year. Cenac asked why it was below where we expected to be at this time, Lund explained that the sales season started late due to the handoff from SimpleView not going as smoothly as hoped. Gibson asked if that meant that all the results had not come in yet then, and Huebner agreed that was exactly the issue. Jirsa shared that Huebner may need to reach out to a gentleman from the Best Western after he came to a Town Hall meeting. Huebner gave a brief overview of the metrics tracking the services offered by her team versus those that have been used. Gibson shared that it had been very helpful working with the team to get their listing updated, and thought it would be helpful to send out seasonal reminders to stakeholder to update their pictures. That way they don't have a pool up in the middle of winter or things along those lines. Huebner thought that was a great idea and they were working on making the listings more seasonal and appealing. Benes continued with an update on the lodging tax received in June. Cenac wondered in the first quarter could have seemed higher due to late payments from larger properties, but Benes explained that there were some late payments but they were not the larger properties. He then gave an update on the town's sales tax, and the differences between the lodging tax the town reports and what the LMD receives. He then went on to go over the finance statements. Jirsa asked if he had figured the days of operating cash. Benes shared that right now it was about 50 days as of today, but that there is roughly six months of bare bones operation available in reserves.

Lund thanked all the teams for their work on the 2020 Operating Plan. He went on to go over the 2020 organizational structure. He gave the highlights of the marketing program for the year. Cenac asked for clarification on dedicating more resources to video and wanted to know if that was a group or partner. Lund clarified that it was video content. Cenac wondered why it was capitalized then if it's not a company. Lund went on to go over the main focal points of the marketing push in the coming year and who they would be focusing on. He went over the expectations for new program and the two new staff positions. Jurgens expressed concerns that stakeholders may be upset if they feel that the Event Complex is getting the main focus of the group marketing and they are not being represented equally. Lund went on to go through some of the sales material, RFP and trade show improvements that should come through after the program is launched. He went on to go over the Stakeholder Services Program for the coming year and how it will be different since it will no longer be a transition year. Humiston asked for clarification on what the listings Lund mentioned were. Huebner explained the lottery program, the different tiers of listings on the website, the history behind the process and what she is working on to try and improve it. Lund gave an overview over the community engagement highlights in the Operating Plan including the efforts for future education and communication with the community and stakeholders in a concise easy to understand format. He went through the proposed budget and how it differed from the previous year. Gibson shared that she was having trouble following all the changes in proposed budget included in the packet. She stated that it had just raised more questions for her. Lund explained that they had gone through that past several budget actuals to come up with the proposed 2020 budget. Gibson clarified that with moving the group marketing she was not sure how that worked since some of that was staff costs and some was marketing. She wanted to know where she could get a break down of exactly what was getting moved where and why. Lund stated that should be in the detail. Gibson shared that last year one of the things provided along with the Operating Plan was a narrative that went over all changes for the next year in detail, since that was one of the things we had been criticized for the most. That was the reason that the board brought in a consultant and completely changed the format, and it went over extremely well. Lund asked if Gibson had looked at the notes, and Gibson stated that they were extremely confusing to her. She wanted to know if the plan was to follow the same format as last year and provide the summary in addition to the plan or if it was going to be like what was included in the packet. The other board members agreed that they really needed more detail, and requested that the executive summary be included again. The board members questioned reducing the budget for international promotion since in the slower season they tend to carry many businesses. Benes shared that Davis' reasoning behind the decrease was that it costs significantly more to attract one international visitor than one domestic visitor, and he felt that there was still more than enough potential to grow domestic visitation. He continued on to cover the changes to the personnel line item with the addition of the staff for the group marketing program, COLA, and benefit increases. Jurgens asked what COLA was. Benes explained it was cost of living adjustments and that it was based on what the town does. Gibson asked what the breakdown was going to look at in terms of what percentage of marketing funds were going into what seasonal campaigns yet. Lund explained that was being discussed currently and more information would be needed to finalize the plan for next year. Benes shared that traditionally the operating plan would be

approved, then the marketing plan could be finalized by the staff to meet the needs outlined in the approved operating plan and finally the budget could be finalized and approved by the board. He went on to cover some adjustments to operational budgets, education, Media FAMs and social media. Jurgens asked why social media was being reduced, and Benes shared that the firm that manages our social media assets will cost less next year. Jurgens asked if Lund felt he had enough feedback from the board to finalize the operating plan, Lund agreed he had enough feedback. Jurgens asked if he felt he could have the final draft ready for approval by the next meeting or if a special meeting needed to be called. Lund didn't feel a special meeting would be needed unless the board had adjustments they wanted made. Cenac added that if the same presentation and documents were going to be used, they needed to have all the capitalization and grammar issues fixed. Jurgens and Gibson added that the summary and final draft of the operating plan should be prettied up and they would like to receive copies prior to the board meeting for them to review.

Bryson gave the history and thought behind issuing iPads to board members for meetings in an effort to make things easier for them and to eliminate a lot of the paper used during the meetings. Cenac expressed that she would need to be able to take notes on the iPad. Gibson agreed that she would need to be able to do the same thing. Bryson added that the iPads could be set up to sync with the board members emails and they would have access to all the most recent board documents. Gibson wondered if it would just be used for the meetings, and Bryson explained it could be used however the board members wanted. Gibson wanted to know if it would help eliminate the huge board binders as well and Bryson agreed. Jirsa agreed that he already used an iPad from the Town for all his meetings and with the google docs you can take notes. Bryson offered to help teach anyone who needed it how to use all the software. She went on to ask if the board wanted cases with keyboards and confirmed the quantity she should order.

#### POLICY DEVELOPMENT.

Bryson started by explaining the update to the bylaws was just adding the new mission and vision statements approved with the strategic plan. Jurgens moved to approve the amended bylaws, Humiston seconded. With no further comment, the motion passed unanimously.

Lund briefly went over the thoughts behind forming the Community Advisory Committee. Gibson wondered how people would be recruited to the committee. Lund explained that it would be by invitation, but that it would be a diverse group to represent all areas of the community. Gibson thought that some of the people that Sandy Hall had interviewed that expressed interest in being involved in this sort of thing would be a great place to start for building the committee. Lund agreed. Gibson moved to approve the formation of the committee, Cenac seconded. With no further comment, the motion passed unanimously. Lund asked if two board members could serve on the committee eventually.

Lund explained that the grant application was for matching grant funds to be applied to the Athlete in Residence Program. Jurgens shared that it really was a great program. Jurgens moved to approve the application to CTO for a matching grant of up to \$25,000 in 2019 for the purpose of extending the marketing program in 2020, Jirsa seconded. With no further comment, the motion passed unanimously.

#### CONSENT AGENDA.

Humiston moved to approve the minutes from the July 2, 2019 meeting and executive session, Murphy seconded. With no further comment, the motion passed unanimously.

#### BOARD COMMENTS.

Gibson thanked the staff for making the switch to the glass pitchers from the bottles after it was brought up in the last meeting. Cenac asked if the job description changes that were discussed previously or if that would be done by the CEO. She was concerned about the CFO not having a job description available to him for reference. Jurgens explained that would be handled by the CEO. Murphy shared that he had contacted the references provided by Trebuchet, and they were all very positive. Jurgens asked if Lund had contacted anyone else yet. Lund shared that he had contacted Employers Council. They were a little more, and did not offer CEO specific training. Humiston asked when the group sales steering committee, Lund confirmed it would start in October.

ADJOURN.

Jurgens adjourned the meeting at approximately 9:10 pm.



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Wendi Bryson, Recording Secretary

DATE: 9/3/19



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Sean Jurgens, Chair

DATE: 9/3/19