



Visit Estes Park
The Destination
Marketing Organization
VisitEstesPark.com

Board of Directors Strategy Retreat November 18, 2014

Board Members Attending:

Bill Almond, Lindsay Lamson, Lynette Lott, Jon Nicholas, Adam Shake, Scott Webermeier, Chris Wood

Also Attending:

Board member appointee Karen Ericson
President & CEO Elizabeth Fogarty
Operations & Finance Director Suzy Blackhurst

Board Comments:

Chair Bill Almond announced that Karen Ericson has been appointed to serve on the Visit Estes Park Board. He thanked board members for making the commitment to spend the day at the retreat.

Board Self Evaluation Results

Lynette suggested a 10-point scale may have been more effective. Scott suggested a survey of how board members think the board is doing should be conducted. Elizabeth recommended an evaluation be conducted two times per year, with the next evaluation occurring in May or June. Chris suggested using the DMAI board survey.

Board Interview Process

Bill noted that he would like Visit Estes Park to have a louder voice in the future. He said the trustees were prepared for the interviews, asked great questions and had an open dialog. He also noted that it was a competitive process and that there were four good candidates for the positions.

Board members discussed ways of attracting more interest so more people would apply for the positions (i.e. cultivating applicants through advocacy, invitations to participate in committees.

Elizabeth noted that the options for for appointing board members may need to be discussed with Dick Lyons, the district's legal advisor. After discussing potential options, the members indicated a board makeup of three appointments by the town, two appointments by the county and two appointments by the LMD board would be more appropriate.

Next Steps: 1) Discuss potential candidates on a quarterly basis and include the topic on agendas. Consider including those potential candidates on a task force.
2) Discuss with other DMOs how they attract quality board members. 3) Jon Nicolas and

Elizabeth Fogarty will work together to create a letter to Dick Lyons seeking his opinion on changing board selection processes. 4) Report findings during a regular board meeting.

Term Limits

Following discussion, it was agreed that the board would advocate for the removal of term limits.

Town Liaisons

It was agreed that Elizabeth should work with the mayor to discuss the terms of liaisons appointed to Visit Estes Park board.

Board Orientation

All said orientation of new members was important. It was suggested that feedback from Karen following her orientation would be appropriate.

Advocacy

In reviewing the Advocacy documents contained in binders for the meeting (the Matrix), board members were asked to keep their information updated as circumstances change in the future. Chairman Almond asked Jon and Adam let the rest of the board know about issues where engagement is needed.

Finance

Treasurer Scott discussed the budget, saying:

- The \$200,000 strategic reserve is included in a projected \$800,000 ending fund balance.
- The budget anticipates overspending income in 2015.
- Operating expenses during the first six months of the year require approximately \$600,000.
- While Visit Estes Park has been spending down its original pool of funds, it is recognized that the practice cannot continue year after year.
- The budget in 2016 will need to anticipate dropping expenses by about \$300,000.

Vision

Elizabeth delivered a Power Point presentation outlining where we are headed for 2015 with our marketing strategy, the research being used to develop advertising positioning and audiences, and then an overall vision of how we work with the entire community to achieve our goals for 2015.

Future Financial Requests to the Town Board during budget hearings

Board members agreed with Elizabeth's recommendation that Visit Estes Park ask for town financial support annually, based on the income the district generates for the town and that 23% of the marketing budget supports events.

EDC Destination Product Development

Jon described the committees of the EDC and said updates will be provided to the Visit Estes Park board during every meeting. He asked that the board be prepared to support and attend EDC meetings as needed in the future.

February 2015 Destination Product Development Strategy Session

Elizabeth has learned that Mitch Nichols of Nichols Tourism (a CDME via DMAI referral) is available to speak to Estes Park in February. He is an industry expert in helping DMOs moving

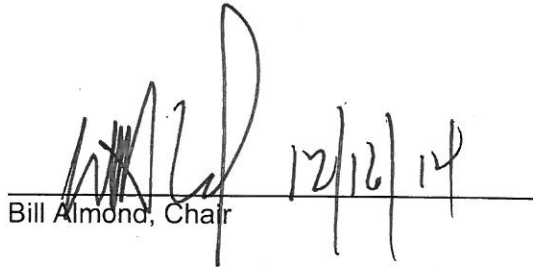
into product development, sharing such information as what's trending and budgets, Among those who will be invited to participate will be the Town Trustees and Town Administrator Lancaster, EDC, and all past members of the Visit Estes Park board. It is anticipated that after the introductory meeting, a total of 3 or 4 retreats with Nichols will be needed. It further is anticipated that other organizations, including the EDC, will provide funding for the additional sessions.

Miscellaneous

Board members were reminded that the Visit Estes Park holiday gathering would be on December 10, prior to the EALA social hour and dinner at the Rock Inn.



Suzy Blackhurst, Recording Secretary



Bill Almond, Chair