



Visit Estes Park
The Destination
Marketing Organization
VisitEstesPark.com

Board of Directors Regular Meeting November 1, 2016 Minutes

Board Members Attending: Karen Ericson, Lindsay Lamson, Morgan Mulch, Adam Shake, Scott Webermeier

Also Attending: Cody Walker, Town of Estes Park Trustee Liaison; David Batey, Ken Arnold, Art Messal
Michelle Hiland, Mark Holdt

Elizabeth Fogarty, President & CEO
Suzy Blackhurst, Visit Estes Park (VEP) staff

The meeting was called to order by Chair Scott Webermeier.

Public Comment: Art Messal, 1767 Wildfire, Estes Park, CO. Shared he wanted to make a positive contribution and is particularly interested in the VEP organization. Messal said the board's Operating Plan doesn't adhere to textbook standards for such plans, and he shared that opinion via email with the Larimer County Commissioners. Messal noted that one county commissioner voted against the LMD plan during their Nov. 1 morning meeting based on Art's comments. An example of concern was seeing that only \$3,000 was spent on brand strategy. Messal shared he plans to send more specific comments to board members in the near future.

Ken Arnold, 750 South Lane, Estes Park, CO. Shared he supported the plan and believes it is working. He noted that he appreciates the board and CEO and their transparency, including the hard work of the entire team.

Michelle Hiland, 1767 Wildfire, Estes Park, CO. Asked that specific success metrics be included in the operating plan.

Board Comment: Board member Lindsay Lamson addressed Messal's concerns about the amount spent on brand strategy, noting that considerable money has been spent over several years on the endeavor. CEO Elizabeth Fogarty noted that the \$3,000 Messal pointed to covered the final stage of brand culturalization, which has been migrated to a different campaign and budget line item. Elizabeth added that considerable and new efforts toward community brand integration continue. Lamson also asked if all three county commissioners were questioning the Operating Plan and Fogarty & Webermeier confirmed that Gaiter and Donnelly were both complimentary and supportive.

Webermeier confirmed that Larimer County Commissioners approved the operating plan Tuesday morning with a 2-1 vote with Steve Johnson dissenting and Commissioners Tom Donnelly and Lou Gaiter voting affirmatively. Johnson preferred additional success metrics besides the 30 noted on the Key Performance Indicator report, but was not specific as to what. Elizabeth shared that she did bring multiple reports and distributed them to each of the Commissioners which demonstrated the

accountability and success metrics of VEP's marketing efforts, and stated to the Commissioners that day that she would be happy to provide those reports to the Commissioners however often they wish, but it is not typical to include that type of data in an Operating Plan. Elizabeth added that regardless, they would add additional measurements to the 2018 Operating Plan, based on Commissioner Johnson's request. Webermeier said Gaiter suggested meeting quarterly, rather than annually and both Fogarty and Webermeier agreed. Webermeier also noted that there was some discussion with the commissioners about the advisability of sharing proprietary information that is contained in the metric reports that Fogarty shared the day of the County meeting. Fogarty noted that the commissioners received a summary of the operating plan, which will be shared with the Visit Estes Park board, to provide a succinct synopsis of the lengthy plan and the main focus areas of VEP for 2017.

A. Action Items

1. Approval of the Agenda

Morgan Mulch moved an action item be added to the agenda to confirm Visit Estes Park's intention to meet with commissioners quarterly. Karen Ericson seconded the motion. The motion was approved unanimously.

2. Approval of Minutes from the September 29, 2016, and October 4, 2016 Board Meetings

Adam Shake moved the minutes from both the September 29, 2016 and the October 4, 2016 board meetings be approved. Karen Ericson seconded the motion. The motion passed unanimously.

3. Meet with Larimer County Commissioners on a quarterly basis

Ericson moved that Visit Estes Park meet with Larimer County Commissioners on a quarterly basis. Mulch seconded the motion. The motion passed unanimously.

B. Discussion of Items and Reports

1. Mark Holdt, Mountain Sage Consulting: Board Strategic Process

Holdt reviewed his analysis of a Board Self Assessment survey, that he distributed to board members in September, in preparation for further work to assist the board in developing a strategic plan. Of the 12 specific areas covered in the survey, Holdt found six that should be reviewed more fully.

Holdt said questions surrounding the area of strategic thinking and planning will be addressed throughout the strategic plan development process. One change that he said would assist in the board moving from its current concentration on operational reports to strategic discussions would be to reduce the number of meetings to one per month.

In relationship to the board understanding its relationship within the organization, Holdt said the board should revisit its executive relationship policy. He also recommended the board review all its policies.

Holdt said through the upcoming process that the board would review the organization's public image with how the board portrays itself, and the need for members to speak with one voice. He said board members should be clear in differentiating their person opinions from the organization's opinion, and to always support the final decisions of the board on behalf of VEP.

Holdt also stressed the need for board members to be as involved as possible in future board member selection and officer succession processes.

Other areas identified as needing further attention through the process include maintaining board structure and board committee and task force structures.

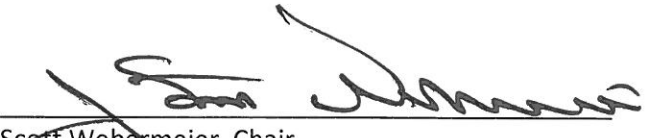
Holdt said he would distribute another survey to the board in the near future which will be the basis of information shared with the board in December. In the meantime, he asked the board to empower the CEO and Board President to develop a governance enhancement plan that can be implemented through the coming year. Webermeier asked that another board member consider working on the enhancement plan, because his term on the board ends at the end of December. Holdt said he would develop a draft to review with Elizabeth and the Executive Committee.

D. Adjourn

Adam Shake moved that the meeting be adjourned. Lindsay Lamson seconded the motion. The motion passed unanimously.


Suzy Blackhurst, Recording Secretary

DATE: 12-6-2016


Scott Webermeier, Chair

DATE: 12/6/16