

**Manitou Springs Chamber of Commerce, Visitors Bureau
& Office of Economic Development (iManitou)**

**Board of Directors
Meeting Minutes**

October 24, 2013

Present: Jennifer Brown, Karen Cullen, Gwenn David, Tim Haas, Ken Jaray,
Marcy Morrison, Dave Symonds, Julie Vance, Matt Carpenter

Guests: Joy Vernon

Staff: Leslie Lewis, Marcy Morrison

A regular meeting of the Manitou Springs Chamber of Commerce, Visitors Bureau & Office of Economic Development (iManitou) Board of Directors was held on Thursday, October 24, 2013 at Manitou Springs City Hall in City Council Chambers. The meeting was called to order at 8:36 am by President Dave Symonds.

A. Action Item: Approval of September Meeting Minutes

Tim Haas made a motion to approve the September Meeting Minutes as written. Dave Symonds seconded the motion. There was no discussion and the minutes were approved.

B. Action Item: Approval of September Financials

Jennifer Brown stated the Budget would be discussed in further detail later in the meeting and would like to reserve time and discussion of revenues, the Marketing budget and payroll for that time. Karen Cullen made a motion to approve the September Financials as presented. Gwenn David seconded the motion and it was approved.

C. Action Item: Approval of New, Renewing, & Non-Renewing Members

Staff handed out copies of the New, Renewing, & Non-Renewing Members. Ken Jaray asked if the Non-Renewing members on the list had notified the office that they would not be renewing. It was explained that "Whatever" had closed the store and relocated to Arizona and "Plinkety Plink" would be closing at the end of the month. If Mark Levey (Plinkety Plink) finds another location in Manitou Springs he might rejoin but has no new location determined at this time. Ken made a motion to accept the New, Renewing, & Non-Renewing members as presented. Karen seconded the motion and it was approved.

D. Action Item: Approval of Board Member Application for Joy Vernon

Joy Vernon was invited to tell the board a little about herself. She has been part of the community for quite awhile. She moved to Manitou in 2001. She feels being part of the Board will help her be even more invested and more part of the community. Joy has had several businesses and currently runs Manitou Yoga. She has worked a lot with the BAC and different businesses in town. She attended the Bighorn Leadership Conference with Ken Jaray. Joy would like to see a better connection with businesses and community. She feels increasing the

membership so that all businesses are connected is important. Joy is experienced in event planning and is learning about sponsorships and bringing in bigger entities to support them. She is involved with the schools and teaches Yoga as part of the curriculum. Karen reported that Joy had attended the Social Media meeting iManitou held earlier in the year. Joy's schedule was discussed. She stated she will need to leave meetings by 10:00 am to be at school in time for her class.

Joy stepped out of the room so the Board could discuss the application. Joy was brought back into the room. Ken made a motion that Joy Vernon be appointed to the Board to fill the vacancy left by John Webster so the term will expire at the end of 2014. Karen seconded the motion and it was approved. Joy was welcomed to the Board and joined the table.

E. Presentation: 2014 Budget

Jennifer reviewed the functions of iManitou as running the visitor center, putting on special events, marketing Manitou, "doing" economic development, and "doing" the BID. There are two large questions to answer to finalize the budget, one of which is the personnel budget. There is about \$36,000 left over from 2013 to 2014. Jennifer reviewed current staffing with the information that Marcy would be giving up her volunteer position as interim COO. Jennifer felt the question that needed to be answered was what the Board was seeking. She reviewed that, from the flip chart, the Board would like an executive to oversee current staff with Marketing experience, with leadership and vision, with skills and ability to embrace the unconventional. After discussion about current payroll budget it was determined that there is about \$40,000 available in the budget for that position including benefits. Jennifer recommended creating a hiring task force within the Board members to look at that position. Ken suggested that the budget be broadened to include a possible contract person.

Dave asked if the money for the grant and to be paid to Blakely + Company was included in the budget. There is \$15,000 from the grant included. Tim asked if we know what the breakdown of the cost for Blakely + Company is. Karen reported that portion is the \$11,500. Jennifer stated as the Board is talking about Blakely + Company and the marketing numbers, the other thing that the Board needs to consolidate and go forward with is the Strategic Marketing Plan and she felt from the recent emails, Camille has really taken that on. She asked if the Board could move on her advice from the Strategic Marketing Plan. Karen stated that would be marketing dollars and not necessarily come out of contract unless the Board decided to use Camille for additional work. It was decided since the Board hasn't seen the plan they couldn't make that decision at this time. Camille is putting the plan together as part of the grant but implementing the plan would be additional funds. Dave said if Camille is used to implement the plan, it should come out of payroll whether it is a separate contract labor line. If Floyd was not leaving, the implementation of the marketing plan would have been given to him. Gwenn brought up that a contract person implementing the marketing does not address the need for another body in the office, especially with Marcy leaving also.

After discussion, Jennifer asked Dave's thoughts on hiring a COO. He stated there aren't funds available to hire a COO. Dave stated the organization can't keep spending money from the

reserves and should have a line item in the budget to put funds into reserves instead. Jennifer asked if the organization could run without management. Tim stated he didn't understand where Jennifer was going with that. She explained with Marcy stepping down she asked where the management and leadership derives from. Tim stated that one of the ongoing concerns has been marketing and the need for improvement. He commended the Marketing Task Force that has been getting together and that group can move the marketing forward. Tim felt hiring someone and expecting them to raise revenue to pay their salary was not a good model. He also feels the economy is bad and will continue to struggle. Tim feels one of the primary functions of the organization is the visitor information center and it is run well. With Floyd leaving, the Board will need to look at events and possibly need to contract some of that out. He feels it comes back to marketing as a concern. He feels contracting some of the marketing out may be a good idea but needs to know the cost of that first. In speaking with Karen and understanding the development of the Strategic Marketing Plan was included in the grant he thinks is great. Tim agreed that the \$40,000 can be put to payroll/contract labor line but suggested that some be left in payroll to look at adjustments for current staff for 2014.

There was discussion concerning the current staff and their responsibilities. Discussion continued regarding necessary staffing requirements which Leslie and Marcy responded to. Ken stated he thinks Leslie should be given the authority, responsibility, and money to supervise everything or need someone to come in, but there is not the money for that. Gwenn said Leslie knows how the events run because she has been doing them so long and it would be hard for someone who doesn't know them to take over. There was additional discussion regarding clarification of the leadership role and events. It was determined that there is a checklist for each event that can be expanded to include timelines that would make it easier for someone to take over management.

Dave made a motion to accept the 2014 Budget with \$152,338 in the payroll line to comprise a balanced budget. Ken stated that \$7,500 was supposed to be added to the revenue line for manitousprings.org ads for 2014 and there are blanks showing in the lines that should include \$0 if there is nothing expected for 2014. Dave amended the motion to accept the 2014 Budget with all line items with no projected income or expense showing \$0 and \$7500 be placed in the manitousprings.org ad revenue line, changing total revenue to \$440,788, the payroll expense showing \$159,838 and total expenses at \$440,788. Marcy requested the budget be reviewed on a quarterly basis. Tim seconded the motion. Karen asked about adding the unsold bracelets to the revenue. It was determined that would not be projected and if additional bracelets are sold in 2014 the revenue would be added to the budget at that time. The motion carried.

Ken asked if other board members were asked if they would like to see the organizational chart. Dave asked if that could be discussed under the agenda item dealing with replacing the Media & Special Events Director and that the Board stay on the agenda.

F. Action Item: Presentation & Approval of Website Contract

Staff had emailed the updated contract to the Board. Ken summarized that project details from the grant have been added, the payment has been changed and a clause adding the March 1

date as the final payment date which is also the launch date, there will be a detailed scope of work to be included and Ken pushed for iManitou having the copyright on the site. The major differences between this site and the current site will be the site will be more user friendly and the backend will be easier for staff to work with. The contract is for \$1,000 less than the grant application but the additional money will be available if needed. Julie made a motion to accept the website contract. Tim seconded the motion and it was approved. Leslie was authorized to sign the contract on behalf of iManitou. Karen asked that it not be sent in until she has spoken with the CTO.

G. Discussion: Board Openings

Marcy stated one of the openings has now been filled by Joy. In January, Dave's term on the Board will be open. He is not interested in serving another term on the Board. The by-laws do state that the immediate past president serves on the Board for one year following his term as president. Julie's term is also expiring. Julie is willing to serve for an additional term. Marcy's position was appointed by City Council and will expire at the end of 2014. The notice of Board openings must be put out to the membership by November 1 which will state that there are two positions open. Jennifer Brown stated her store is up for sublet and there is interest but no contracts yet. Their goal is to sublease the store effective December 31. Until Jennifer receives a signed contract, no notification for her position will be sent out.

H. Update: Marketing Task Force

The Marketing Task Force has had two meetings with Blakely + Company gathering information for the Strategic Marketing Plan. Camille Blakely requested additional information this week for the plan, hoping to have a draft for the task force meeting next week. Marcy explained to Camille that staff, with the Coffin Races this weekend, does not have time to provide the necessary information until next week so the draft of the plan will be delayed until the following task force meeting.

A copy of the ad placed for the 2014 Colorado State Vacation Guide and Colorado Springs and Pikes Peak Region was passed around. The ad was discussed. It would have been ideal to create the Strategic Marketing Plan and have these ads in line with the overall plan but the ad deadlines were November 15. The plan will be presented to the Board as soon as it has been created. Marcy pointed out the Board will need to approve the Strategic Marketing Plan prior to implementation.

I. City Report

An updated Sales Tax report was sent out. It did not include the break-out but showed August sales tax down by 5.3%. The City has made budget projection changes for September.

At the retreat City Council determined that they want to keep \$500,000 in their reserve for emergencies. Mitigation continues to be the priority for the City.

J. Update & Discussion: Special Events

The Coffin Races are Saturday. Agave Underground is set as the primary sponsor. We have

ordered barricades this year instead of using the caution tape. The difference in the cost is close to being covered by barricade sponsors. Floyd will be leaving after the coffin races.

K. Discussion: Replacing Media & Special Events Director

Roger Miller had created an Organizational Chart for iManitou shortly after coming in as COO. Staff will find that chart and provide it to the Board. There may need to be additional detail added to provide the information Ken was suggesting be included. Following that opportunity, it will be determined what the position would look like with additional changes to job responsibilities for existing staff. Some of the responsibilities may be contracted out. A sub-committee, or task force, should be formed to discuss events.

L. Friends of the Incline Request

Marcy received a letter from the Friends of the Incline requesting iManitou partnership in putting together a Manitou discount card that can be given to their members. Businesses could offer discounts to the members of the Friends of the Incline to encourage them to eat or shop in Manitou following their use of the Incline. Ken made a motion that iManitou should support their efforts to create the card. Dave seconded the motion and it was approved. Marcy and Leslie will meet with someone from the group to further discuss the details of supporting their efforts.

M. CVB Award & Table at Annual Dinner

iManitou has received an email from the CVB (Colorado Springs Convention & Visitors Bureau) notifying us that Manitou Springs will be receiving an award at their Annual Dinner. The Board decided to purchase a table. Marcy and Leslie will be attending and Board members were encouraged to attend. Dave will pay for his staff person, Bobbie, to be at the table. Ken and Sandy Jaray will attend. Gwenn will be attending but has already purchased tickets. Dave made a motion to commit to the purchase of the table and invite the Mayor and City Administrator to be guests. Karen seconded the motion and it was approved.

N. Request for Meeting by John Weiss

It was determined that an initial meeting should be set up with the Marketing Task Force prior to a meeting with the Board.

O. Unscheduled Appearances

Ken brought up the need to discuss officers for the Board in 2014 and asked members of the Board to begin thinking about those positions. Board officer nominations and election will be held at the December Board meeting.

Having no other business before the Board, the meeting adjourned at 11:15 a.m.