



**TOWN OF ESTES PARK BOARD OF TRUSTEES
BOARD OF LARIMER COUNTY COMMISSIONERS**

**Joint Meeting
Tuesday, May 6, 2025
3:00 p.m.- 4:30 p.m.
Virtually via Zoom Webinar**

ONLINE (ZOOM WEBINAR): <https://us06web.zoom.us/j/89599058738> Webinar ID: 89599058738. If you are joining the Zoom meeting & experience technical difficulties, staff will be available for assistance beginning at 2:30 p.m. by calling 970-577-4777. The Town Board and County Commissioners reserve the right to consider other appropriate items not available at the time the agenda was prepared.

Agenda

1. Removal of Visit Estes Park Board members.
2. Appointment of replacement and/or temporary Board Members to any vacated Visit Estes Park Board seats.
3. Visit Estes Park Intergovernmental Agreement Review.

The Town of Estes Park is committed to providing equitable access to our services to all Coloradans. Our ongoing accessibility effort works towards being in line with the Web Content Accessibility Guidelines (WCAG) version 2.1, level AA criteria. We welcome comments on how to improve this website's accessibility for users with disabilities and for requests for accommodations to any Town of Estes Park services. Questions or requests can be sent to townclerk@estes.org.

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TOWN OF ESTES PARK

Board of Trustees

Memo

To: Town of Estes Park Board of Trustees
Larimer County Board of County Commissioners

From: Kirby Hazelton, Town of Estes Park Trustee

Date: April 30, 2025

RE: Visit Estes Park Review

Objective:

Review and discuss the recent performance of Visit Estes Park's governing board, and pursue opportunities for successful mitigation of identified governance issues.

Present Situation:

Visit Estes Park (VEP) is a Local Marketing District organized and operating under the authority granted by the Local Marketing District Act, 29-25-101 *et seq.*, C.R.S. (the "Act"), and is governed by a Board of seven (7) appointed Directors. Per the District's bylaws, "Five (5) Directors shall be appointed by the Town of Estes Park Town Board (the 'Town'). Two (2) Directors shall be appointed by the Larimer County Board of County Commissioners (the 'County')."

Established in 2011, the Local Marketing District has operated at various points of success and challenge over its past fourteen years. Much has been achieved and accomplished by both the staff and the board, and past stumbling blocks have been addressed by the collective governing body of the Town of Estes Park Board of Trustees and the Larimer County Board of County Commissioners.

What has remained constant is the demonstrated need for a functioning, successful marketing district to support the economic sustainability of the Estes Valley. VEP is integral to the community.

Currently, a number of governing issues have been identified by the author of this memo, as well as by residents of the District. Notable concerns include:

- Board members acting independently of board direction, including individually soliciting contracts and proposals
- Lack of transparency to board members, including select directors receiving information or documentation that is restricted from the all board members
- Improper management of personnel in relation to annual budget, including Chief Strategy Officer position in Q2 of 2024
- Dereliction of duty in committee management, including lack of board direction to CEO Search Committee as well as lack of ownership of CEO search process
- Lack of regular evaluation of the District's Chief Executive Officer (CEO), both in conjunction with renegotiating unexpired employment contract of former CEO, and with current contract requirements of interim CEO

The VEP Board has demonstrated a pattern of being unable to responsibly govern the organization. By not properly managing and obtaining a CEO, by choosing to disregard community transparency, and by abandoning the obligation to be beholden to the District serves, the VEP Board is in need of evaluation and change.

Proposal:

The VEP Board has seen a variety of Directors over the past fourteen years. Governance challenges have persisted regardless of the District residents appointed. Therefore, it may be concluded that the current board structure is ineffective.

According to the Intergovernmental Agreement (IGA) between VEP, the Town, and the County, "The members of the Board of Directors serve at the pleasure of the Town and County... A majority of the collective governing members of the County and Town (i.e., six (6) members) may remove any member of the Board of Directors or the entire Board of Directors with or without cause."

In 2017, during similar challenges with organizational management, Sandy Hall Consulting LLC was contracted to recommend a path forward for VEP. The completed document, titled "Process for Building Trust and Advocacy," recommended the addition of a Marketing Advisory Committee that would engage District residents with marketing operations of the organization. This could allow a different, governance-focused and trained or qualified slate to act as District's governing board.

With that context in mind, potential solutions could include:

- Removal of some or all current VEP board members, with temporary replacement of representatives from the Town of Estes Park Trustees and staff, and Larimer County Board of County Commissioners and staff
- Appointment of new VEP board members via current/standing application and selection process
- Continued discussion of long-term VEP board structure, including potential shift to separate governing board of Town and County officials and/or staff, and addition of Marketing Advisory Committee for resident/community representation

The collective governing body of the Town of Estes Park Board of Trustees and the Larimer County Board of County Commissioners may discuss additional options beyond the ones presented here.

Finance/Resource Impact:

Potential staff time if appointed to temporary or permanent board positions.

Level of Public Interest

Moderate to high.

Attachments:

1. 2019 IGA between Town, County, & LMD
2. VEP Bylaws, dated August 6, 2019
3. Letter from K Hazelton to BOCC, dated April 1, 2025
4. 2017 Consultant Report - Estes Park Local Marketing District Process

ATTACHMENT 1**INTERGOVERNMENTAL AGREEMENT****FOR THE ESTES PARK LOCAL MARKETING DISTRICT**

This Intergovernmental Agreement for the Estes Park Local Marketing District ("Agreement" is effective January 1, 2019 ("Effective Date"), between the Town of Estes Park, Colorado ("Town") and the Board of County Commissioners of Larimer County, Colorado ("County"). The Town and County may collectively be referred to in this Agreement as "Parties."

I. RECITALS

A. The Local Marketing District Act, C.R.S. 29-25-101 *et seq.*, provides for the organization, governance, and operation of local marketing districts ("Act").

B. Pursuant to the Act, local governments in combination may create a local marketing district by contract to exercise the functions authorized by the Act following receipt of a petition for the organization of a local marketing district from the requisite number of owners of commercial real property in the proposed service area.

C. The Town and County entered into an Intergovernmental Agreement for the formation of the Estes Park Local Marketing District ("District") dated September 12, 2017 ("Current IGA").

D. The Estes Park Local Marketing District and the implementation of a two percent (2%) marketing and promotion tax on the purchase price paid or charged to persons for rooms or accommodations in the District to fund the services of the District was approved by the voters at a general election held on November 4, 2008.

E. The Town and County entered into a second Intergovernmental Agreement for the governance, administration, and operation of the Estes Park Local Marketing District effective September 19, 2017 ("current IGA").

F. The Parties seek to amend and restate the current IGA to address the governance of the District not included in the current IGA. To this end, this Agreement replaces and supersedes the current IGA as of the Effective Date hereof.

II. CONSIDERATION

Now, therefore, in consideration of the Recitals set forth above which are incorporated herein, and the covenants and conditions contained here, the Parties agree as follows.

III. TERMS AND CONDITIONS

1. **Name and Purpose.** The name of the District is the Estes Park Local Marketing District. The purpose of the District is to promote the health, safety, prosperity, security, and general welfare of the habitants and the property owners of the District and promote the continued vitality of commercial business areas within the Town and County.

2. **Boundaries of Service Area.** The Service Area is the geographical area described and/or depicted on Exhibit "A" to this Agreement.

3. **Powers.** The powers of the District include those expressly set forth in C.R.S. 29-25-111 and 112 and those powers impliedly necessary to implement and carry out the express powers, except as otherwise provided in this Agreement.

4. **Elections.**

4.1 Should the District seek or be required to submit any question to an election, such election shall be held in accordance with Colorado Constitution Article X, Section 20, the Uniform Election Code of 1992, C.R.S. 1-1-101 *et seq.*, and/or the Colorado Local

Government Election Code, C.R.S. 1-13.5 110 *et seq.*, as applicable.

4.2 The Town Clerk and the County Clerk and Recorder shall assist the District in conducting elections.

4.3 The District shall pay the costs incurred in conducting such election.

4.4 The Town Clerk shall be the designated Election Official for elections and shall be responsible for the wording of the ballot issues and certifying the ballot issues to the County Clerk and Recorder.

4.5 The County hereby delegates to the Town the authority to enter into the agreement Concerning Election Services with the County Clerk and Recorder for purposes of conducting an election as part of a coordinated General Election.

5. **Board of Directors for the District.**

5.1 Powers. The Board of Directors for the District shall have the legislative power of the District and is authorized to implement and carry out the annual operating plan approved by the Town and County.

5.2 Number. The Board of Directors shall be comprised of seven members.

5.3 Appointment. The Board of Directors shall be appointed by the County and Town as follows:

5.3.1 The Town Board shall appoint five (5) members. One or two Town appointees may be members of the Town Board. Said appointed Town Board members shall serve as Directors of the District only during their term as members of the Town Board.

5.3.2 The Board of County Commissioners shall appoint two (2) members. One County appointee may be a member of the Board of County Commissioners. Said appointed County Commissioner shall serve as a Director of the District only during his/her term as County Commissioner.

5.4 Term. A term for purposes of Board membership shall be four (4) years. Terms shall be staggered so that two (2) members are appointed each year and one (1) member is appointed in the fourth year.

5.5 Successors. Each member shall serve until his/her successor is appointed by the Town or County respectively.

5.6 Term Limits. No member may serve for more than two (2) consecutive terms. Notwithstanding the foregoing, the Town or County may waive the term limit in the event that either the Town or County in their sole discretion determines that there are no qualified applicants for a vacant Director position and an otherwise term limited Director wishes to serve another term. This section shall not apply to any Town or County Elected official serving on the Board of Directors of the District.

5.7 Residency. Each Director, with the exception of any member of the Larimer County Board of Commissioners who may be appointed to the Board, shall be a resident of the Service Area of the District for at least one (1) year prior to his/her appointment and shall continue to be a resident of the Service Area during his/her entire term.

5.8 Officers. The officers of the Board of Directors shall consist of a Chair and a Vice-Chair. Each officer shall serve for one (1) year commencing with the first meeting in January of each year. The Chair and Vice-Chair may serve for two (2) consecutive one-year terms. The Chair and Vice-Chair shall be elected by the members of the Board of Directors. The Vice-Chair shall serve as the Chair in the absence of the Chair.

5.9 Bylaws. The Board of Directors shall act in conformity with Bylaws mutually adopted, and as may be amended from time to time, by the Town and County.

5.10 Quorum. Four (4) members shall constitute a quorum of the Board of Directors. A majority of those members present at a meeting shall be necessary for the Board to act.

5.11 Attendance. Members shall attend all meetings, including special meetings. In the event any member is absent for three (3) consecutive regular meetings or a total of four (4) regular meetings in a calendar year, the Town or the County may remove its respective appointed member and designate a new member to fill the vacancy.

5.12 Vacancy. The Town or County shall fill a vacancy of one of its appointed members as soon as practical.

5.13 Meetings. The Board of Directors shall hold regular meetings once each month. The Board of Directors may hold special meetings as deemed necessary. Meetings of the Board of Directors shall be subject to the provisions of C.R.S. 24-6-401 *et seq.* (Colorado Sunshine Law) as applicable. The Board of Directors shall act by motion or resolution.

5.14 Removal. The members of the Board of Directors serve at the pleasure of the Town and County and have no property or other enforceable interest in their appointment. A majority of the collective governing members of the County and Town (i.e., six (6) members) may remove any member of the Board of Directors or the entire Board of Directors with or without cause.

6. Operating Plan

6.1 The District shall file with the Town and with the County no later than September 30 of each year an Operating Plan specifically identifying services to be provided by the District, any Marketing and Promotion Tax to be levied by the District, and such additional information as may be appropriate or required to inform the Town and County as to the activities, services, and funding of the District in the upcoming calendar year. The Operating Plan shall include a proposed budget for the next fiscal year.

6.2 The Town, County or both may require the District to supplement the Operating Plan or budget when necessary.

6.3 The Town and County shall review the Operating Plan within thirty (30) days after receipt of the Operating Plan and all requested documentation relating thereto, and shall approve, modify or disapprove the Operating Plan no later than December 5 of the year in which such documents are filed.

6.4 The services and financial arrangements of the District shall conform so far as practical to the approved Operating Plan.

6.5 The District may amend the Operating Plan from time to time with the approval of both the Town and County.

7. Duration and Dissolution of the District.

7.1 The District shall remain in effect until and unless on or before July 1 of any calendar year, either the Town or County provides written notice to the other of its intent to terminate this Agreement. In such event, the District shall automatically terminate on December 31 of the year in which such notice is given.

7.2 Notwithstanding the foregoing, neither this Agreement nor the District may be terminated, repealed or rescinded so long as the District has any outstanding financial obligations.

8. Distribution and Division of District Assets.

8.1 In the event of termination of the District pursuant to this Agreement or by order of any court having jurisdiction, all assets of the District shall be divided between the Town and County based upon the percentage of marketing and promotion tax collected from the Town and from the unincorporated area of the County in the previous calendar year to the extent feasible.

8.2 In the alternative, such assets may be sold for the best price obtainable and the proceeds divided between the Town and County based upon the percentage of marketing and promotion tax collected from the Town and from the unincorporated area of the County in the previous calendar year.

9. Notices.

9.1 All notices, demands or other documents required or desired to be given, made or sent to the Town or County under this Agreement shall be made in writing and shall be deemed effective upon mailing or personal delivery.

9.2 If mailed, said notices, demand or documents shall be mailed, by regular mail, postage prepaid addressed as follows:

Town of Estes Park
Attn: Town Administrator
Post Office Box 1200
Estes Park, CO 80517

Board of County Commissioners of Larimer County
Attn: Chair
Post Office Box 1190
Fort Collins, CO 80522

10. Amendment. This Agreement may be amended in writing at any time by mutual agreement of the Town and County.

11. Governmental Immunity. The Town and County agree that both Parties are relying on and do not waive, by any provision of this Agreement, the rights, immunities and protections provided by the Colorado Governmental Immunity Act, C.R.S. 24-10-101 *et seq.*, as may be amended from time to time, or otherwise available to the Parties or any of their officers, agents or employees.

12. Current Year Fiscal Obligations. Any financial obligations by either the Town or County or requirements for future appropriations shall constitute only currently budgeted expenditures. Any financial obligations of the Town or County under this Agreement are subject to each Party's annual right to budget and appropriate the sums necessary to provide the services set forth herein. No provision of this Agreement shall be construed or interpreted as creating a multiple fiscal year, direct or indirect debt or other financial obligation of either or both Parties within the meaning of any constitutional or statutory debt limitation. This Agreement shall not directly or indirectly obligate either party to make any payments beyond those appropriated for each party's then current fiscal year. No provision of this Agreement shall be construed to pledge or create a lien on any class or source of either Party's monies, nor shall any provision of this Agreement restrict the future issuance of either Party's bonds or any obligations payable from any class or source of such Party's money.

13. Dispute Resolution.

13.1 Either the Town or the County may request mediation of any dispute about or related to the terms and conditions of this Agreement. The request for dispute resolution shall be submitted in writing to the other party.

13.2 The Town and County shall mutually agree on a mediator. If they are unable to agree, the Town and County shall each select a mediator. The two mediators shall then select mediator to conduct the dispute resolution.

13.3 The Town and County shall participate in the dispute resolution process in good faith. The dispute resolution process shall be concluded within sixty (60) days of filing of the request for dispute resolution. If the dispute is not resolved by this process, either or both Parties may enforce the terms and conditions of this Agreement as provided in Section 14 of this Agreement.

14. Enforcement. The Town and County intend that this Agreement is binding upon both of them and that either of them shall be permitted to specifically enforce any provision of this Agreement in a court of competent jurisdiction.



TOWN OF ESTES PARK, COLORADO

By: _____

Attest:

John W. Williamson
Clerk to the Town Board



BOARD OF COUNTY COMMISSIONERS
OF LARIMER COUNTY, COLORADO

By: _____

Attest:

Debra J. Ray
Clerk to the County Board

Approved as to form:

County Attorney

BYLAWS OF THE ESTES PARK LOCAL MARKETING DISTRICT

Adopted: August 6, 2019

ARTICLE I ORGANIZATION

Section 101. Name and Office Location

Estes Park Local Marketing District, DBA Visit Estes Park (hereinafter referred to as VEP) with a principal business office at 1230 Big Thompson Avenue, Estes Park, CO 80517 ("VEP Office").

Section 102. Mission

We drive sustainable year-round economic growth by encouraging visitor demand.

Section 103. Vision

To offer positive and memorable experiences for guests and quality of life for our community.

Section 104. Fiscal Responsibility

The fiscal year of VEP is from January 1st - December 31st. The Board of Directors will make lawful and adequate provisions for sound fiscal policies and practices of VEP, including the preparation of an annual audit by a certified public accountant, the preparation of an annual budget, and ample fidelity bonding of the officers and employees entrusted with the handling of funds or property of VEP in accordance with state laws.

Section 105. Colorado Law

VEP is a Local Marketing District organized and operating under the authority granted by the Local Marketing District Act, 29-25-101 *et seq.*, C.R.S. (the "Act"), and other applicable law.

Section 106. Liability and Indemnification

To the extent permitted by law, the District shall defend, hold harmless and indemnify any Director, officer, agent, or employee, whether elected or appointed, against any tort or liability, claim or demand, without limitation arising out of any alleged act or omission occurring during the performance of official duty, as more fully defined by law or by an indemnification resolution. The provisions of this Section shall be supplemental and subject to and, to the extent of any inconsistency therewith, shall be modified by the provisions of the Colorado Governmental Immunity Act, 24-10-101, *et seq.*, C.R.S.

ARTICLE II **DIRECTORS**

Section 201. Board of Directors

The Board of Directors of VEP (the "Board") shall have all legislative power of VEP. The Board shall be composed of seven (7) appointed Directors. Five (5) Directors shall be appointed by the Town of Estes Park Town Board (the "Town"). Two (2) Directors shall be appointed by the Larimer County Board of County Commissioners (the "County"). Within thirty (30) days after being appointed, except for good cause shown, each newly appointed Director shall appear before an officer authorized to administer oaths and take an oath that the Director will faithfully perform the duties of office as required by law and will support the constitution of the United States, the state constitution, and laws made pursuant thereto.

Section 202. Eligibility

Each Director must live within the Service Area of VEP for at least one year prior to their appointment and must remain a resident of the Service Area of VEP during their entire term.

Section 203. Nominations

A nominating taskforce may be appointed by the Chair of the Board and submit names to the Town and/or County no later than September 30th of any year that has an open seat. While the Town and County are under no obligation to choose one of the recommended candidates, efforts by the Board should be taken to find and encourage those candidates that will enhance VEP and its mission. A similar process may be followed when a vacancy occurs on the Board.

Section 204. Term of Office

The term of each Director is four (4) years and until his or her successor has been appointed. Directors may be reappointed to serve more than one (1) term, but a Director shall not serve more than two (2) consecutive terms. A Director who has served two consecutive terms is eligible for reappointment one year after the expiration of his or her second term. A Director appointed to fill an unexpired term of less than one (1) year shall be eligible for reappointment to two consecutive two-year terms. Each Director shall serve at the pleasure of their appointing entity.

- The Town or County may waive the term limit as set forth above, in the event that either party, in its sole discretion, determines that there are no qualified applicants for a vacant Director position and a term limited Director wishes to serve another term.

Section 205. Board Vacancy

The Town or County (whichever entity appointed the Director causing the vacancy) shall appoint a replacement Director as soon as practicable following the vacancy.

Section 206. Regular Meetings

The Board will schedule and announce the dates and times of its regular meetings for the coming year at VEP's first meeting of the calendar year. Regular meetings of the Board shall occur on a monthly basis, at a minimum, and shall take place at the VEP Office, unless otherwise designated.

Section 207. Special Meetings/Work Sessions

The Board Chair may call a special meeting or work session of the Board any time, and must do so whenever asked by any one-third of the total number of Directors. In the second case, the request must be made in writing and the meeting must be set for no sooner than seven (7) days and no later than fourteen (14) days from the date the request is made. Notice of any special meeting or work session must then be posted as required by the Colorado Open Meetings Law, Sec. 24-6-401, *et seq.*, C.R.S.

Section 208. Agenda

The Agenda for any special or regular meeting shall be set by the Board Chair in time to post such Agenda at least twenty-four (24) hours prior to the scheduled meeting. If a Director would like to add an issue to the Agenda for an upcoming meeting, the Director should contact the Board Chair at least forty-eight (48) hours prior to the scheduled meeting. Any Director may request the addition of discussion items at the start of a meeting, but in no event shall new action items be added to the Agenda at the start of the meeting absent emergency circumstances. If any such discussion item requested by a Director is objected to by any other Director, such agenda item shall only be included on the Agenda upon approval of a majority of the Directors present at the meeting.

Section 209. Emergency Meetings

Notwithstanding any other provisions in this Article II, emergency meetings may be called by the Chair or any two (2) Directors in the event of an emergency that requires the immediate action of the Board and could not be delayed for the twenty-four (24) hour notice period. Notice of an emergency meeting may be given to the Board by telephone or other reasonable means. Any action taken at an emergency meeting shall be effective only until the first to occur of (a) the next regular meeting; or (b) the next special meeting at which the emergency issue is on the public notice of the meeting. At such subsequent meeting, the Board may ratify any emergency action taken. If not ratified, the emergency action shall be deemed rescinded as of the date of the subsequent meeting.

Section 210. Quorum

A majority of the Board shall constitute a quorum. A vote of majority by a quorum shall be necessary for action by the Board. If, at any point during a meeting, a quorum is no longer present, then the meeting must be adjourned. Directors must be physically present for purposes of determining a quorum.

Section 211. Voting

All Board action shall be taken only upon a vote of the Directors at a duly noticed and properly convened meeting of the Board through a motion or resolution. Proxy voting is not permitted.

Section 212. Attendance

All Directors shall attend all meetings, including special meetings, if possible. In the event any Director misses three (3) consecutive regular meetings or a total of four (4) regular meetings in a calendar year, the Town or County may remove the offending Director for neglect of duty and appoint a new Director to fill the vacancy. With prior approval by the Chair, or Vice Chair in the Chair's absence, no more than three (3) Directors may attend a meeting through the use of an electronic communication platform so long as the Director has all of the necessary materials to participate in the meeting and can hear the proceedings clearly.

Section 213. Powers of the Board

The Board will exercise all powers granted by the Act and other applicable law. The primary authority granted by the Act permits VEP to provide the following services:

- a. Organization, promotion, marketing, and management of public events;
- b. Activities in support of business recruitment, management, and development; and
- c. Coordinating tourism promotion activities.

Section 214. Board Roles and Responsibilities

- a. Adopt an official seal for VEP.
- b. Create a Program of Work to include an Operating Plan, Marketing Plan, and Strategic Plan, with associated measurement criteria, as well as provide policy and overall direction for VEP.
- c. After a decision has been reached, speak publicly as one voice.
- d. Perform appropriate fiduciary responsibilities.
- e. Act in the best interest of VEP as a whole and not on the basis of individual interest.
- f. Maintain a positive intent and support the growth of VEP.
- g. Retain a Chief Executive Officer ("CEO") to manage the day-to-day operations of VEP.
- h. Monitor the CEO's performance against the Program of Work and associated return on investment.
- i. Review and evaluate the CEO's performance annually based on accomplishments of said criteria.
- j. Review the results of VEP efforts and hold VEP accountable for achieving objectives.
- k. Serve on committees and task forces as requested by the Chair.
- l. Be advocates for the marketing/tourism industry and VEP in the community.
- m. Develop and maintain liaison relationships with the elected leadership of the Town of Estes Park and Larimer County.
- n. In conjunction with the CEO, review performance criteria regarding the Program of Work no less than on a quarterly basis.

Section 215. Operating Plan

The Board shall file an Operating Plan with the Town and County no later than September 30 each year for approval by the Town and County. The Operating Plan must specifically identify the services to be provided by VEP, any Marketing and Promotional Tax to be imposed by VEP, and such additional information as required to inform the Town and County as to the activities, services, and funding of VEP in the upcoming year. The Operating Plan shall include a proposed budget for the upcoming fiscal year. The services and financial arrangements of VEP shall conform so far as practical to the approved Operating Plan. The Operating Plan may, from time to time, be amended by VEP with the approval of the Town and County.

Section 216. Conflict of Interest

Each Director is required to disclose any potential conflict of interest in any transaction of VEP pursuant to Sec. 18-8-308, C.R.S. The Director with a potential conflict of interest may not participate in the consideration of, and the vote on the transaction, may not attempt to influence the any parties related to the transaction, and may not act directly or indirectly for the Board in the inspection, operation, administration or performance of any contract related to the transaction. Ownership, in and of itself, by a Director of property within VEP shall not be considered a potential conflict of interest.

Section 217. Recording Secretary

The Board shall have the authority to appoint a Recording Secretary who need not be a member of the Board, and who shall be responsible for recording all votes and composing a record of the proceedings of the Board in the minute book kept for that purpose, which shall be the official record of the Board. The Recording Secretary shall not be required to take an oath of office.

Section 218. Electronic Signatures

In the event the signature(s) of one or more members of the Board or appointed signatories are required to execute a written document, contract, note, bond, deed, and/or other official papers of VEP, and the appropriate individual(s) is unable to be physically present to sign said documentation, such individual or individuals are authorized to execute the documentation electronically via facsimile or e-mail signature, unless said documentation provides otherwise. Any electronic signature so affixed to a document shall carry the full legal force and effect of any original, handwritten signature. Except as approved herein, this provision of these Bylaws shall not be interpreted as establishing VEP's consent or authorization to bind VEP to any transaction by the use of electronic records or electronic means. This provision is made pursuant to Article 71.3 of Title 24, C.R.S., also known as the Uniform Electronic Transactions Act.

Section 219. Resignation and Removal

Directors may be removed only as provided in the Act. A Director may resign at any time by giving written notice to the Board, and acceptance of such resignation shall not be necessary to make it effective.

ARTICLE III **OFFICERS**

Section 301. Officer Positions

The Board shall maintain the following Officer positions:

- Chair
- Vice Chair
- Treasurer
- Secretary

Section 302. Qualifications

Every officer must be a member of the Board. No Director will hold more than one office at a time; however, one Director may serve as both Treasurer and Secretary.

Section 303. Selection

The Board will elect officers at the first regularly scheduled Board meeting following the annual appointments of the Board. If an officer's position becomes vacant (except for a vacancy caused by the normal expiration of an officer's term as a Director) the Chair can appoint an eligible person to fill the vacancy, subject to the approval of the Board. The appointed person will serve until the vacancy has been filled by the vote of the Board at the first regularly scheduled Board meeting following the annual appointments.

Section 304. Removal

Officers may be removed from their position by a vote of two thirds of the Board, with or without cause. The appointment of an officer will not create any contract rights.

Section 305. Term of Office

Officers will serve as such for one year and until their successors have been elected.

Section 306. Powers and Duties of the Chair

The Chair will preside at all meetings of the Board and exercise general charge and supervision of the affairs of the Board. The Chair will set the Agenda for each regular or special meeting. The Chair will appoint persons to chair standing and ad hoc committees that may be established by

these Bylaws or the Board as necessary. The Chair is authorized to sign all contracts, deeds, notes, debentures, warrants and other instruments on behalf of VEP.

Section 307. Powers and Duties of the Vice Chair

At the request of the Chair, or in the event of the Chair's absence or disability, the Vice Chair will perform the duties and exercise the powers of the Chair.

Section 308. Powers and Duties of the Secretary

- a. Ensure that the documents and papers of VEP are properly kept.
- b. Ensure that the minutes of all meetings of the Board are taken.
- c. Ensure that the minutes of all Board meetings are posted on the VEP website for public review.
- d. Keep the official seal of VEP and shall have authority to affix such seal to and attest all contracts and instruments authorized to be executed by the Board.

Section 309. Powers and Duties of the Treasurer

- a. The Treasurer will ensure that all funds, property, and securities of VEP are properly kept, subject to any regulations imposed by the Board.
- b. The Treasurer will ensure that all checks, notes, and other obligations to VEP are collected and properly deposited in whatever banks or depository the Board may designate.
- c. The Treasurer will ensure that necessary and proper payments from the funds of VEP are made. He or she will ensure that the books of VEP are kept and that full and accurate accounts of all monies and obligations received, paid, or incurred by VEP are entered in them on a regular basis.
- d. The Treasurer, or a Director or employee designated by the Treasurer, will make monthly reports on the state of VEP finances to the Board at a properly noticed meeting.
- e. The Treasurer will ensure that regular reporting on all VEP and Town Sales Tax collections is made to the Board.

ARTICLE IV
CHIEF EXECUTIVE OFFICER

Section 401. Position

The Board shall employ a Chief Executive Officer ("CEO") whose duties, performance review and compensation will be outlined in an employment contract between VEP and the CEO. The CEO will be administratively responsible to the Board.

Section 402. Duties

- a. Directing and overseeing the day-to-day operations of VEP.
- b. Regularly report to the Board on the operation of VEP.
- c. Provide recommendations to the Board on VEP policy and strategy.

- d. Ensure that all marketing activities are aligned with the Program of Work as approved by the Board.
- e. Assist the Board in preparing the Operating Plan each year.
- f. Within the parameters of approved policy and budget, to hire and terminate employees or independent contractors as may be needed to support the CEO.
- g. Establish the hours, salaries and duties of VEP employees.
- h. Delegate these duties as the CEO may desire and as permitted by VEP policy and applicable law, to promote effective operation of VEP.

ARTICLE V **COMMITTEES**

Section 501. Standing Committees

All standing committees will report to the Board. The standing committee will submit all recommendations to the Board for approval. The Board may create additional standing committees with a majority vote of those present at a properly convened meeting. The following committees will be considered standing committees of VEP:

- Strategic Marketing Committee
- Nominating Committee
- Governance Committee
- Finance Committee

Section 502. Ad Hoc Committees and Task Forces

The Board shall have the authority to create ad hoc committees or task forces as necessary. A majority vote of those present at a properly convened meeting shall be required to establish an ad hoc committee or task force. Any such committee or task force shall be charged with a specific task at the time it is created and will submit all recommendations to the Board for approval.

ARTICLE VI **AMENDMENT OF BYLAWS**

The Board shall have the power to make, amend, and repeal these Bylaws. Notice of proposed changes shall be mailed, emailed, or hand-delivered to the Board at least ten days (10) prior to the meeting at which the changes will receive a vote. Changes should be highlighted in red with original text struck to clearly show intended changes. They may do this by a two-thirds vote cast by persons legally entitled to vote, excluding blanks or abstentions, at a regular or special meeting at which a quorum is present.

These bylaws, adopted on the date first written above, supersede and replace all prior bylaws of the Estes Park Local Marketing District.

April 1, 2025

Dear Commissioner Shadduck-McNally, Commissioner Kefalas, and Commissioner Stephens:

As you know, I am an elected official of the Town of Estes Park, and I also serve as a member of the Estes Park Local Marketing District (dba Visit Estes Park) Board of Directors. I was appointed to the latter role in April 2024 as not only a liaison between the District and the Town, but as a voting board member of the Visit Estes Park Board.

In September, during our joint study session to review Visit Estes Park's 2025 Operating Plan, I expressed my concerns that the Visit Estes Park Board was not acting with good policy governance, and hadn't been for some time (even prior to my appointment as liaison). Since that time, my concerns have not been assuaged.

I believe that the Visit Estes Park Board has demonstrated a pattern of being unable or uncommitted to responsibly govern the organization. By not properly managing and obtaining a Chief Executive Officer, by choosing to avoid community transparency, and by abandoning the obligation to be beholden to its owners, or the Estes Valley, it serves, the Visit Estes Park Board is currently dysfunctional, ineffective, and jeopardizing future operations.

In particular, the board is failing to uphold the following governance responsibilities in the following ways, causing concern about the board's ability to appropriately govern:

- One voice: The board should speak with one voice or not at all.
 - Board members acting independently of board direction, including soliciting contracts and proposals
 - Lack of transparency to board members, including unfulfilled requests for public documents and records
 - Inappropriate relationship between board committees and board, with committee recommendations usurping the board's role
- Monitoring performance: The CEO's performance must be monitored rigorously, against policy criteria.
 - Lack of annual performance evaluation of the former CEO, prior to renegotiating an unexpired employment contract
 - Improper management of former CEO and annual budget, including no action after an unapproved staff hire in early 2024
 - Lack of 360 evaluation of the former CEO, which may have prevented current discontent and culture concerns with District staff
 - Lack of appropriate management of Interim CEO, with items of contract not fulfilled (including goal setting and performance evaluation)
- Ownership: The board exists to own the organization on behalf of the public; rather than an extension upward of management, their task is an extension downward of ownership.
 - Lack of transparency to community members and disregard of genuine public involvement

- Lack of appropriate management of taxpayer funds, including recent uncompleted SearchWide Global contract and associated investigation outcomes

While the current staff at Visit Estes Park make a strong, capable, and effective team, it is clear that they lack confidence in the board's ability to lead the organization. To date, the staff have risen above board mismanagement to continue excellent service to the community and overall, a functional organization despite the challenges; however, I believe that without appropriate intervention from our governing bodies, the future of Visit Estes Park's strategic operations could be at risk.

As you also know, the economic well-being of the Estes Valley and Larimer County depend heavily on a healthy and functioning destination marketing organization, and a healthy and functioning DMO must be led by a healthy and functioning board.

For these reasons, I am requesting a joint meeting between the Larimer County Commissioners and the Town of Estes Park Board of Trustees, to discuss the following three agenda items:

- 1) Removal of Visit Estes Park board members
- 2) Appointment of replacement and/or temporary board members to any vacated Visit Estes Park board seats
- 3) Interim CEO appointment (current Interim CEO's contract expires May 15, 2025)

This letter will be shared with the Town Board of Trustees in the April 8 regular meeting packet, as part of my liaison update.

I look forward to meeting and discussing with you soon.

Respectfully,
Kirby Nelson-Hazelton
Town of Estes Park Trustee

ESTES PARK LOCAL MARKETING DISTRICT

**Process for Building Trust and
Advocacy**



Sandy Hall Consulting LLC
sandyevanshall@gmail.com
970-846-6284

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- Steamboat Springs Chamber Resort Assn Marketing Committee
- Vail Local Marketing District Advisory Council

PUBLIC/PRIVATE PARTNERSHIPS TRUST AND ADVOCACY

PURPOSE OF REPORT

Sandy Hall Consulting LLC agreed with the Town of Estes Park to provide an evaluation of processes in the development of Local Marketing District Operating Plans/Marketing Plans with the objective of creating increased engagement and acceptance by the community and jurisdictional leadership in the future.

BACKGROUND

Community business organizations such as Chambers of Commerce, Visitor Bureaus, Destination Marketing Organizations and Main Street Organizations, who have the stewardship of public funds or tax revenue for providing services on behalf of a local jurisdiction, are held to a high level of accountability. As they should be.

Sometimes this can cause friction between the business organization and government as there may be a sense of micro-management, contract dominance, excess data or reporting requirements, and constant demand for information or justification. This can be due to specific personalities or it may be ingrained in the relationship culture of the entities involved. Regardless of the source, if the friction remains unresolved there can be serious impacts to the work the organization and jurisdiction want to accomplish, the organization morale, and the stakeholders' trust.

SEEKING PARTNERSHIP

Understanding the value that both the non-profit/private sector driven organization and the community driven jurisdiction have is critical to forming a lasting partnership for the community good.

Government can be challenging: listening to a diverse group of citizens with differing agendas while being good stewards of the public funds, is not an easy job. Often it can be compared to making sausage – a very messy process. It's no wonder that governments have to be risk averse. They need lots of good information to make sound decisions, they must have strong accountability for every dollar spent and are interested in the public good, not making money. Due to public process, it can take a considerable amount of time to progress.

On the other hand, the non-profit business organization governed by private sector business owners, is entrepreneurial in nature, willing to take risks and focus on the investment of resources to generate a return or profit. They are nimble and can react immediately to outside influences, can convene stakeholders easily, and can make thoughtful decisions quickly, but consistent and adequate funding remains a constant struggle.

A strong partnership of the two is the best of both worlds and can reap huge rewards for the community, as long as each values and respects the other.

RECOGNIZING NEEDS

Government Needs from Business Associations

- *Clear and Understandable Information – Provide information in a digestible, concise, and easy to understand manner.*
- *Accountability – Transparent budgeting, regular updates and reports, sound fiscal management.*
- *Community Support – Strong stakeholder support through public appearances, communications, and inclusive engagement.*

- *Credit and Recognition – Government can often take a bad rap and it's important to remember that the elected officials are often volunteers. Recognize their efforts in all success stories and celebrations.*
- *Inclusion – Because government leaders need to answer to the public, give them information on an ongoing basis so that they can be knowledgeable with their constituents. No surprises.*

Business Organization Needs from Government

- *Funding – The funding for destination marketing and sales, economic development, visitor services, and needed amenity infrastructure is most often sourced from tax revenues governed by the jurisdiction. In the Business Organization mind, this funding is an investment, not just an expenditure.*
- *Independence – In order to be nimble and entrepreneurial, the Business Organization wants autonomy in how they run their organization. Too much bureaucracy can slow the turning ship.*
- *Communication – The Business Organization needs clear direction from public leaders on their jurisdictional objectives and goals in the use of public funds.*

VISIT ESTES PARK – TOWN AND COUNTY CURRENT STATUS

VISIT ESTES PARK STRUCTURE

Visit Estes Park (VEP), the Destination Marketing Organization (DMO) for Estes Park, Colorado, has been very successful in the promotion of this region. The DMO was created to oversee the execution of the destination marketing plan with the funding from an additional 2% lodging tax through a Local Marketing District (LMD) approved by the voters in November, 2008 and effective January 1, 2009. Staffing and operations began in January, 2010 and since that time the Town has seen growth in sales tax revenues from \$7 million in 2010 to almost \$10.5 million in 2016, much greater than what was projected using a historical average. The DMO also received the Governor's Tourism Award for Outstanding Marketing Program for their 2015-16 winter campaign (*Source: Estes Park Local Marketing District Visit Estes Park 2018 Operating and Marketing Plan*).

The current structure for this Local Marketing District and DMO is a board of seven members, of which two are appointed by the Larimer County Board of County Commissioners and three appointed by the Town of Estes Park Board of Trustees. Each serve a four-year term, must be local residents and live within the District for one year prior to appointment. There is no current requirement for marketing expertise to be appointed to this board.

The Visit Estes Park staff consists of a President/CEO that reports to the Board of Directors and leads a staff of eight to include administrative assistance, partner and group development, communications coordination, marketing and communications management, operations management, and finance and administration management. This is the team that executes the marketing strategies and tactics and works directly with agencies for creative campaigns, media placement, and public relations.

Areas of Contention

It is not unusual for marketing strategies and tactics to be questioned and for a DMO to come under public scrutiny in spite of clear success metrics. Due to diverse community priorities and use of tax revenues, there will always be those that believe that marketing is not the highest and best use of public funds. Fortunately, with a LMD, the funds can not be diverted to other uses at present.

From the LMD Board minutes of August 2, 2017, there were a few comments that point to some possible community disagreement. The CEO, Elizabeth Fogarty, stated that “a small group in the community was seeking to attack Visit Estes Park (VEP) and discredit the organization.” One comment from the public was condensed to state that the meeting was not productive which brought support for VEP from other members of the audience.

The public leaders have also questioned the work of VEP as evidenced in the Letter to Commissioner Johnson, and the request for this consultant’s Operating Plan comparative review.

Ongoing Solutions

A Board Strategic Plan and Board Process Policy prepared by Mark Holdt of Sage Consulting and recently adopted by the LMD Board, should provide improved direction for the Board moving forward, clearing up some of the noted dysfunction such as “petty bickering” in the board meetings. (*Source: Minutes of LMD Board Meeting 8-02-17*)

The Town-County-VEP meeting on July 20, 2017 was considered by LMD Board members to be helpful and and intention is that quarterly updates with the Town and County continue.

The Partnership program with VEP allows businesses to engage with the organization “at their initiative.” There are many attractive benefits and ways to participate through the website, public relations, cooperative marketing and more. These businesses are enjoying the benefits of a successful tourism destination and are “typically actively engaged in, and supportive of, VEP’s efforts.” (*Source: VEP Website*)

There is also a strong stakeholder group identified to include the Town, County, Rocky Mountain National Park as well as businesses, citizens, and visitors.

What’s Missing?

Referring back to the Government Needs on pages 3-4 of this report, there are some actions on the part of VEP that are now meeting those needs. There are also two areas where improvements are recommended, noted in bold below.

- ***Clear and understandable information***
- *Accountability – Annual Audit, Balanced Budget with no Deficit Spending (Goals in 2018 Operating and Marketing Plan)*
- ***Community Support***
- *Credit and Recognition – Stakeholder Service Development (External Strategy in Board Strategic Plan)*
- *Inclusion – Quarterly meetings for updates with Town and County (Meeting Minutes 8-02-17)*

The areas of Information Clarity and Community Support will be addressed in the following recommendations.

RECOMMENDATIONS

GROWING TRUST

INFORMATION CLARITY

In the recent review of the Visit Estes Park Local Marketing District 2018 Operating and Marketing Plan, the recommendation was made to simplify and create a clear linear track from Objectives (Desired Outcomes) developed by the LMD Board to Strategies to Tactics to Goals and KPIs developed by staff and agencies.

The report also recommended creating a clear path of progress over time with a 3-5-year plan and tracking of goals. Industry trends and insights should be included but in a condensed format with further information readily available in an appendix or links within an online document.

Elected leaders are often inundated with information and have to dig through to get to the essence. Providing the essence with an invitation to dig deeper is an important step toward valuing government needs and growing their trust. Getting to the essential information is also important for creating sticking points for advocates and stakeholders who want the elevator speech in order to support the work that VEP is doing.

COMMUNITY SUPPORT

A show of community support is critical to gaining elected leader buy-in. Elected officials will feel secure in supporting what they believe their constituents want. They will look to credible and respected community leaders for their input. They

want to know that people in the community with expertise have had an opportunity to voice their opinions.

While VEP staff may be incredibly knowledgeable about marketing the destination, their advocacy for a particular direction can often be discredited as defending their jobs. The same information coming from a volunteer carries much more weight.

Many DMOs have created a structure in their organization for a Marketing Advisory Committee specifically for this purpose. This can be called different names such as Tourism Board, Marketing Committee, Marketing Advisory Council, but the net effect is the same.

Why Form a Committee?

Marketing Committees within a DMO serve several purposes:

- *To bring expertise of reputable community members to the table who have an ear to the cash register*
- *To create strong advocates that can talk and present to public leaders and provide expanded credibility to the organization*
- *To share the responsibility and accountability – allowing the CEO to do his/her job without always having to be the target*
- *To introduce best practices from the private sector for consideration and remove potential duplication of effort*
- *To broaden the network of community members that know and understand the strategies and objectives of VEP and the LMD*
- *To allow for representatives within certain industries to respond and interact with their peers, broadening advocacy and support*
- *To focus Board members on governance and vision while still allowing them oversight and veto power over marketing committee decisions*
- *To provide security and trust to the jurisdictional leadership and community that a knowledgeable citizen review process is taking place*

DMO Marketing Committee Examples

The DMOs interviewed that use a Marketing Committee structure have monthly meetings and the committees vary in size from 6 – 22 people. Most are constructs

of the DMO with the exception of Glenwood Springs where the City appoints a Tourism Board and Glenwood Springs Chamber Resort Association takes an active role to recruit qualified people and lobby the City Council for those appointments. According to CEO Marianne Virgili, this is not the ideal situation and she would prefer to have the ability to appoint her own committee.

The Town of Vail also appoints the Advisory Council to oversee their LMD. Since the LMD is managed by the Town within their Economic Development Department, and the Town Council serves as the LMD Board, this Advisory Council of citizens operates in a similar fashion as a committee within an DMO.

Location	Name	Size	Representation Appt. Process	Role
Park City Chamber and Visitor Bureau	Marketing Council 3 Marketing Advisory Committees in Communications, International and Group Sales	6 members 10 members each PR reps for Communications; lodging and transportation reps for International; conference sales reps for Group Sales	Appointed by PC board based on marketing acumen, 2 represent ski resorts VPs of marketing, 2 lodging and 2 other tourism	Council takes input from committees and then recommends plan approval to PC Board
Steamboat Springs Chamber Resort Assn	Marketing Committee	22 seats plus 1 Ex-Officio City Council member	Appointed by SSCRA Board, representation specified in Bylaws of DMO (see Appendix)	Review and recommend marketing and event strategies and budget for summer and shoulder season to SSCRA Board
Glenwood Springs Chamber Resort Assn	Tourism Board	9 voting members plus 1 Ex-Officio City Council member	Appointed by City with active recruitment by DMO, represent Lodging, At Large, Non-City Residents if operating a tourism business	Fiduciary and marketing plan oversight reporting to City Council; DMO has contract with City for execution

North Lake Tahoe Resort Assn	Marketing Committee	12 voting members; includes 1 NLTRA Board member and 2 County staff	Application submitted to DMO staff, committee recommends appointment to NLTRA Board	Review and recommend seasonal campaign strategies and budget to NLTRA Board
Vail LMD	Local Marketing District Advisory Council	9 citizen members plus 1 Town Council member	Appointed by Vail Town Council, owners of real property and taxable personal property within Vail, or designees of corporations may apply	Make recommendations to Vail Town Council for summer and shoulder season marketing programs

Committee Recruitment

Marketing Committees require some due diligence in recruitment to be successful. It is critical that the members are carefully chosen based on their expertise and peer respect. While an application process is standard, active recruitment and careful selection will help to ensure knowledgeable, thoughtful, and respected people apply. Applicants don't need to be the manager or owner of a business, but if in a marketing or communications field, they should be the leader of that department within the company. Initially there could be a commitment of up to three years with a mix of one, two and three year terms to allow for continuity while still having an opportunity to bring in new people annually.

Visit Estes Park, with their current Partner Program, has a perfect pool for recruiting people to this advisory group. Businesses who are highly engaged as a Partner, are already seeing the benefits of VEP, are more knowledgeable about the marketing strategies and tactics, and may be interested in the next level of involvement.

Committee Structure

There are several structural options that the LMD Board will need to consider before contacting potential candidates can begin. The recommendation is to allow the LMD

and VEP appoint and manage this committee. Only if they should refuse to do so, should the Town establish their own Council similar to the structure that exists in Glenwood Springs. The following is a checklist of considerations:

- *Size of committee*
- *Necessary qualifications*
- *Specific areas of representation*
- *Inclusion of LMD Board member, Town Trustee or County Commissioner – either voting or ex-officio*
- *Application process*
- *Meeting frequency*
- *Potential meeting locations*
- *Expectations of VEP staff interaction and support of committee*

LMD Board oversight

The LMD Board, whose members currently have no requirement for marketing expertise, can focus on policy governance, fiscal accountability, vision and objectives, and key strategic decisions such as moving into product development. The VEP Marketing Committee would have ability to vet marketing strategies and tactics, hear from agencies, review campaigns and media buys, and assist in goal and budget setting prior to recommending approval to the LMD Board.

It would be advisable to have regular updates from the Marketing Committee to the LMD Board during the first year of formation to ensure that the structure of the committee and relationship with staff are optimal. In the following process and timeline, the recommendation is for this to occur quarterly, but frequency may need to increase initially.

Committee Rubber Stamping

One mistake that some staff make in managing agendas of marketing committees is not allowing for decision input and only reporting to the committees. While not every decision should be made by the committee, allowing them to weigh in on

some decisions keeps the committee members engaged and committed. Only providing monthly reports can lead to 'rubber stamping' votes without opportunity for healthy debate and discussion, and loss of value to the participants on the Committee.

Agenda setting with the Committee Chair can help to bring decision points to the forefront without having the Committee dive into specific execution tactics. An example of appropriate Committee decision points is choosing campaign creative from options provided by the agency or voting to increase or decrease funding for top line marketing programs with a thumbs up or down exercise. In these two examples general direction is provided but the actual execution of the campaign would not be a decision point, nor the specific amounts of the line items. Those would remain decisions of VEP staff within the directional framework recommended by the committee.

Arguments Against Forming a Marketing Committee

The primary argument against having a Marketing Committee is allocation of staff resources. This is a very valid argument when a DMO is already feeling like there is just not enough time in the day to do all that is expected. The tasks required of staff include initial recruitment of members, monthly agenda setting, monthly packet preparation, monthly minutes, and public posting of all the above. This is not insignificant and may require additional staff assistance and cost to the organization. There may also be costs for meeting space or refreshments and possibly an annual planning retreat, requiring a small budgetary line item.

Another opposing argument is the availability of qualified applicants willing to commit to these seats. This does take some work, but with the VEP Partner Program, there appears to be some easy asks of people that are already engaged and may be willing to volunteer 1-2 additional hours per month.

It's important for the LMD Board, the VEP staff, and primary stakeholders such as the Town and County to carefully consider the costs of creating this committee as well as the benefits of increased trust garnered through citizen input, the increased advocacy from other voices in the community, the increased focus and efficiency of

the LMD Board, the increased sense of security and trust from the public leadership, and the increased support and buffering for the VEP leadership.

ANNUAL PROCESS

RECOMMENDED TIMELINE

MARKETING COMMITTEE FORMATION AND TIMELINE

Month	Task	Responsibility
November - December	Establish clear, written LMD objectives	LMD Board
	Determine structure: size, representation, and specific boundaries for Marketing Committee	LMD Board and VEP Staff (input from Town and County)
	Recruit Marketing Committee Members	VEP Staff
December	Appointment of Committee Members	LMD Board
January	Initial Meeting of Marketing Committee: elect officers, determine meeting date and time	Marketing Committee
	Educational agenda: introduce all staff, agencies, review objectives, Operating and Marketing Plan	VEP Staff, LMD Board
February - June	Monthly meetings of Marketing Committee, establish agendas to review and discuss Winter and Summer Marketing Campaign plans and results, review metrics and KPIs	VEP Staff and Marketing Committee
June - August	Review and discuss LMD Objectives and 3-5 year Strategic Plan	LMD Board
June - August	Review and discuss Operating and Marketing Plan and Annual Budget	VEP Staff and Marketing Committee
August	Recommend approval of Operating and Marketing Plan and Budget to LMD Board	Marketing Committee and VEP Staff support
August - September	Approve Operating and Marketing Plan and Budget and recommend approval to Board of Trustees and Board of County Commissioners	LMD Board

September	Approve Operating and Marketing Plan and Budget	Board of Trustees and County Commissioners
October - November	Recruit new Marketing Committee members to replace those whose terms have expired	VEP Staff
November	Present new member recommendations to Marketing Committee for approval	VEP Staff
December	Present recommendations for new Marketing Committee members to LMD Board for approval	Marketing Committee and VEP Staff support
Quarterly	Update meetings with Town and County	LMD Board, Marketing Committee Officers, VEP Staff
Quarterly	Update report to LMD Board by Marketing Committee Chair	LMD Board and Marketing Committee Chair

APPENDIX



North Lake Tahoe Resort Association Marketing Committee www.nltra.org

Steamboat Springs Chamber Resort Association Marketing Committee
www.steamboatchamber.com

Vail Local Marketing District Advisory Council www.vailgov.com

Special appreciation to Bill Malone, CEO Park City Chamber Bureau and Marianne Virgili,
CEO Glenwood Springs Chamber Resort Assn. for their valuable information.

North Lake Tahoe Resort Association Marketing Committee

Committees

The NLTRA has six standing committees: Marketing, Infrastructure, Transportation, Finance, and Chamber of Commerce Advisory Committee. Committee membership includes NLTRA Board members as well as community members. There is also a Lodging Committee which makes recommendations to the Marketing Committee and Board of Directors, as appropriate. All committee and Subcommittee meetings are open to the public. The NLTRA is committed to incorporating public input and participation in our decision-making. Meeting notices, agendas and related information are available on this Web site. There is also a library of NLTRA documents and publications. All information can be downloaded in pdf format.

Resort Association Board Members

Brett Williams, Primary
Agate Bay Realty
P.O. Box 490
Carnelian Bay, CA 96140
Ph: (530) 546-4256
brett@agatebay.com

Committee Members

Becky Moore
Squaw Valley Lodge
P.O. Box 2364
Olympic Valley, CA 96146
Ph: (530) 583-5500 x4013
beckym@gpeak.com

Carlyne Fajkos
Northstar California Resort
50 Trimont Lane
Truckee, CA 96161
Ph: (415) 525-7397
Cfajkos@vailresorts.com

Christine Horvath
Squaw Valley/Alpine Meadows
P.O. Box 2007
Olympic Valley, CA 96146
Ph: (530) 452-7100
chorvath@Squaw.com

Eric Brandt
Tahoe TV
P.O. Box 7468
Tahoe City, CA 96145
Ph: (530) 583-4206
eric@tahoetv.com

Gregg Gibboney
Notched
P.O. Box 5503
Tahoe City, CA 96145
Ph: (530) 414-1451
g@greggg.com

Judith Kline
Tahoe Luxury Properties
P.O. Box 1904
Tahoe City, CA 96146
Ph: (530) 584-5788
judith@tluxp.com

Marguerite Sprauge
Tahoe Public Art
PO Box 6202
Tahoe City, CA 96145
Ph: (530) 386-7861
mshtahoe@gmail.com

Terra Calejari
Resort at Squaw Creek
P.O. Box 3333
Olympic Valley, CA 96146
Ph: (530) 581-6604
tcalejari@destinationhotels.com

Todd Jackson
Big Blue Adventure
P.O. Box 2720
Tahoe City, CA 96143
Ph: (530) 546-1019
todd@bigblueadventure.com

Placer County Representative

DeDe Cordell
County Executive Office
P.O. Box 1909
Tahoe City, CA 96145
Ph: (530) 546-1944
DCordell@placer.ca.gov

Erin Casey
County Executive Office
P.O. Box 1909
Tahoe City, CA 96145
Ph: (530) 546-1944
ECasey@placer.ca.gov

Meetings for the Marketing Committee:

Marketing Committee Meeting

Date: Tuesday, Oct 24th, 2017
Time: 2 pm
Location: Tahoe City PUD

Associated Documents are listed below:

1. [Oct Departmental Reports.pdf](#)
2. [October 2017 packet.pdf](#)
3. [Oct Standing Reports .pdf](#)

Marketing Committee Meeting

Date: Tuesday, Nov 28th, 2017
Time: 2 pm
Location: Tahoe City PUD

(source: www.NLTRA.org)

Vail Local Marketing District Advisory Council

The 9-member Vail Local Marketing District Advisory Council meets on the third Thursday of each month at 8:30am at a local Vail lodging property.

This volunteer board is responsible for making recommendations to the Vail Town Council, which serves as the Vail Local Marketing District Board, for summer and shoulder season marketing programs funded by a 1.4 percent Vail lodging tax.

Anyone interested in serving on the Advisory Council must be an owner of real property or taxable personal property in Vail. Corporations or entities that own property within the Town of Vail may forward a designee from their corporation or entity to be considered on the Advisory Council.

VLMDAC Members:

Board Member	Term Expires
Beth Slifer, Slifer Designs (Chair)	2018
John Dawsey, Colorado Mountain Express (Treasurer)	2017
Skip Thurnauer, At-large	2018
Laurie Mullen, West Vail Liquor	2017
Jessie Klehfoth, Vail Recreation District	2017
Michael Holton, Vail Valley Medical Center	2017

Phil Metz, Vail Resorts	2017
Scott Gubrud, Four Seasons Resort and Residences Vail	2018
Jenn Bruno, Vail Town Council	2017
Dick Cleveland, Vail Town Council (Alternate)	2017

Public Notice

**Vail Local Marketing District Advisory Council Thursday, September 21, 2017
The Antlers Caribou/Pronghorn Room**

8:30 – 11:00 AM AGENDA:

- • **August 2017 Monthly Financial Report**, (5 minutes), Carlie Smith
- • **Approval of August 17, 2017 Meeting Minutes**, (5 minutes)
- • **Photo & Video Shoot Update**, (20 minutes), Satchele Burns, Jack Affleck, Cactus, SITE
- • **Creative and Digital Media Update**, (20 Minutes), Cactus
- • **Report on Aspen Peer Resort Visit**, (20 minutes), VLMDAC Members in attendance
- • **Review of 2018 VLMD September 19, 2017 Budget and Operating Plan Presentation**, (60 minutes), All
- • **Other Business**
- • **Adjournment**
- • **Upcoming Meetings:**

VLMDAC Meeting, October 19, 2017, 8:30 – 11:00 AM, The Antlers Lodge VLMD 2017 Budget Resolution, October 17, 2017, Time TBD, Town Council Chambers

(source: www.vailgov.com)

Steamboat Springs Marketing Committee

The Steamboat Springs Chamber Resort Association marketing department is directed by the Marketing Committee.

Marketing Committee Mission Statement

Acting on behalf of the City of Steamboat Springs and the Steamboat Springs Chamber Resort Association, Inc., the Steamboat Springs Chamber Marketing Committee strives to improve the quality of life for the entire community by fostering a healthy local economy and creating year-around employment for its residents through responsible promotion of tourism during non-ski season months.

- Advertising campaigns: print, radio, TV, online, social, outdoor and direct mail
- Promotional materials: brochures and vacation planners
- Online websites: steamboatchamber.com
- Public Relations: campaigns, press releases, photo library, interviews, hosting media
- Community contact for TV and Film
- Special Events: Winter Carnival Street Events, Steamboat Marathon, Cowboys' Roundup Days Fourth of July Parade, Hot Air Balloon Rodeo & Glow, Wild West Air Fest

(source: www.steamboatchamber.com)

2017 STEAMBOAT SPRINGS MARKETING COMMITTEE

Number of Reps (per bylaws)	Category	Representatives
1	Hotel/Conference Operations	Vince Rosa – through April 2017
1	Downtown Lodging Operation & Highway 40	Barbara Robinson – Holiday Inn
2	Property Management	Carter Allen – Steamboat Resorts Joe Cashen – Resort Group
2	Food & Beverage Operations	Phil Armstrong – Aurum Food & Wine Paul Underwood – Café Diva
1	Shops & Retail	Lindsay and Chris Dillenbeck – F.M. Light & Sons <i>ADD ANOTHER SEAT WHEN AVAILABLE</i>
1	Steamboat Ski & Resort Corp.	Mike Poirot – Steamboat Ski & Resort
1	Net Promoter Score rep	Jeff Daniels
1	Activity/Service Operations	Cristin Frey or Strings rep
12	At Large	Amy Stern – Bike Town USA Brian Elliott – Ryan Solutions Brian Harvey – KEZZ Sara Tlamka – Honey Stinger Deb Olsen – Ski Town Publications John Shipley – Steamboat Springs Rodeo Loryn Kasten – Steamboat Ski & Resort Nancy Kramer – Cultural Heritage Tourism Ryan Van Ness – Yampa Valley Bank

		Shannon Lukens – freelance social media/ radio Lisa Popovich – MainStreet Steamboat Ian Prichard – Black Tie Ski Rentals
TOTAL 22	SEATS FILLED – 21 QUORUM – 10	
3	Officers	Past Chair – Mike Poirot Chair – Barbara Robinson Vice Chair – Joe Cashen
1 Ex-officio	Steamboat Springs City Council	Scott Ford

VEP Response to Trustee Hazelton Letter

1 message

Sean Jurgens <sjurgens@visitestespark.com>

Tue, Apr 8, 2025 at 2:56 PM

To: Patti Brown <pattibrown@estesvalleyvoice.com>, Suzy Blackhurst <suzyb@estesvalleyvoice.com>, Gary Hall <ghall@estes.org>, Kirby Nelson-Hazelton <khazelton@estes.org>, "franklancaster@estes.org" <franklancaster@estes.org>, Mark Igel <migel@estes.org>, Dr Marie Cenac <mcenac@estes.org>, "bbrown@estes.org" <bbrown@estes.org>, "cyoungland@estes.org" <cyoungland@estes.org>, "bocc@larimer.org" <bocc@larimer.org>, "townclerk@estes.org" <townclerk@estes.org>, "webbdanny2@gmail.com" <webbdanny2@gmail.com>

Hello,

The VEP Board of Directors held a special meeting April 8, 2025, to discuss the recent email sent to the Larimer County Commissioners and Estes Park Town Administrator from Estes Park Town Board Member and VEP Board Member Kirby Hazelton. A response was drafted, voted on 6-0 (Trustee Hazelton notified the Interim CEO and Board Chair she was unable to attend a little before the meeting) and is included at the end of this email. An attachment is included as well. We understand that the timing of this does not allow for the letter to be included in the board packet, but Mayor Hall did decide that it will be read at the Town Board meeting to ensure every board member has an opportunity to hear it. I am also providing a link to the public meeting today. If a passcode is needed it is: y%Yn!35%

https://us06web.zoom.us/rec/share/Xixmhlo3gMEDqzN_GepDvreflGVk_Gj4xBSOIhzhvMJ_Eke0wK-jsA06XFALEUzdf.mLitU3cUsulhnUyX?startTime=1744135006000

***I am sending this a second time because I'm not sure it showed up on the public server the first time.

April 8, 2025

Larimer County Commissioners

200 West Oak, Suite 2200

Fort Collins, CO 80521

Copy to:

Estes Park Board of Trustees

[170 MacGregor Ave., Estes Park, CO 80517](#)

RE: Response to Kirby Hazelton's April 1, 2025 Letter to the Larimer County Commissioners Regarding Visit Estes Park Governance

Dear Commissioners Stephens, Kefalas and Shaddock-McNally,

As the duly appointed Board of Directors of Visit Estes Park (VEP), we are writing to address concerns raised in Estes Park Trustee Hazelton's recent letter dated April 1, 2025. We respect her right to voice her perspective as an elected official appointed to the VEP Board, but we must correct several statements and provide critical context to prevent misinformation from guiding decisions about the future of our

community's tourism. We understand that Trustee Hazelton plans to share her concerns with the Estes Park Board of Trustees at this evening's scheduled meeting.

Trustee Hazelton did not share her most recent concerns, or her intention to so petition the Town Board and County commissioners, with the Board Chair or any other Board Member with the Visit Estes Park Board.

This is another signal that the working relationship with Trustee Hazelton has with the VEP Board continues to deteriorate. The VEP Board has been concerned about Trustee Hazelton's appointment to the Visit Estes Park Board since her appointment in April 2024.

This appointment followed a highly contentious vote that overrode Estes Park's newly elected mayor's original nominee. There was discussion during these deliberations that Trustee Hazelton had a personal history with the organization which included her unsuccessful bid to become CEO of Visit Estes Park in 2018. This history is not speculation—it is well-documented in public records, board meetings, and social media. Local press accounts at the time gave significant coverage of this controversy and its outcome. Mike Romero, in an editorial for the Estes Park Trail Gazette, April 8, 2024 headlined Really, In the first meeting of the new town board? Dawn Wilson, writing for the Estes Park Trail Gazette, published a letter on August 19, 2024 headlined "A loss for Estes, a gain for Florida; VEP interim CEO announced"

Trustee Hazelton has shown a persistent pattern of undermining the organization's board leadership. The VEP Board has worked in a constructive and collaborative way with multiple appointed Estes Park Trustees. While there were sometimes matters in which we had disagreement, in all cases discussions were respectful and supportive of the organization, the board and staff. Sadly, this is not the case during Trustee Hazelton's tenure. Disagreement and debate are healthy aspects of governance—dysfunction arises only when a single member refuses to accept the outcome of majority rule. Personal agendas must not become the basis for destabilizing a vital economic driver for the Estes Valley.

Ms. Hazelton's letter accuses the VEP Board of dysfunction, mismanagement, and lack of transparency. These claims are baseless and do not reflect the view of the board majority. The VEP Board members are well-respected stakeholders in the tourism community in Estes Park. Visit Estes Park has been publicly praised by Destination International as a model for transparency. Our financials, strategy documents, and board actions are publicly available and proactively shared. The Board is operationally sound.

The timing of the April 1st letter closely follows the VEP Board vote of March 25th in which Trustee Hazelton's was the only dissenting vote. The conclusions reached by Trustee Hazelton in the April 1st letter are highly subjective and based on selective inputs that convey an inaccurate and incomplete picture of the organization to the County Commissioners and our Town Trustees. This is extremely regrettable, particularly

as our recruitment process is still open and interested candidates regularly research information pertinent to the organization and community. Trustee Hazelton is aware of this.

Last fall, Visit Estes Park engaged a reputable, industry-leading executive search firm, SearchWide Global,

to manage the critical process of hiring a new CEO. A marketing district CEO recruitment is time consuming, complex and the VEP recruitment had been expected to be completed in March 2025. Due to highly unusual developments that occurred just as deliberations were about to begin, the search was paused. No board or committee member was responsible for the disruption caused by the now unsubstantiated allegations made. SearchWide Global has performed its obligations in an exemplary way and has continued to partner with VEP to address the public facing damage in the industry. The VEP Board sought legal advice from the organization's counsel and recommendations from our recruitment partner. The Board then participated in significant discussion and deliberation. As a Board member, Trustee Hazelton took part in these discussions.

Accusations of financial mismanagement or impropriety surrounding the recruitment process are completely unfounded. It is critical for the organization to be deliberate and thorough, with a final CEO hiring decision made with high confidence. This ensures we select a leader who meets both professional standards and community expectations. The candidate who was the victim of the accusations withdrew. SearchWide Global agreed to extend its contract deadlines to allow the time to investigate the allegations and kept the posting open.

With the approval of the Board, the investigation began. While the allegations were determined to be largely unfounded, information was uncovered of other issues of concern. The VEP Board is proactively working to address these concerns. All board members, including Trustee Hazelton, received a briefing on the investigation's confidential report from our organization's counsel in executive session. Trustee Hazelton knows the issues are more complex and multilayered than her recent communication conveyed. Over 35% of Visit Estes Park's annual budget is invested in staff compensation and benefits. It is absolutely the responsibility of the VEP Board to make sure that our board and staff are performing to the best of their abilities and are focused on the strategic goals of the organization in service to our communities.

Once the investigation concluded, the search committee determined unanimously that the outcome of this first attempt was unequivocally impacted and rendered ineffective. The recommendations made by the appointed search committee were discussed at the VEP Board Meeting on March 25 th in executive session. Recommendations were also made by our recruitment partner. The conversation on March 25 th was serious and lengthy, with only a few difficult options available to the board. In the open session that followed, the board concurred with the search committee by a vote of 6 to 1 to conclude the first search and resume the search at a later date. Trustee Hazelton was the only dissenting vote. Executive session discussions may not be discussed by Board members. Nor should they have been ignored by omission in Trustee Hazelton's April 1 st letter.

There are other representations made in this communication that are not accurate or complete in context. We briefly address them here:

- 1) VEP Board members were advised that solicitations for industry consultants were being made by

Chair Jurgens and Secretary Gibson. Both served on the search committee. These steps were recommended by our recruitment partner before a second search should be started. These options will be considered by the full VEP Board.

- 2) We agree that a board should speak with one voice, or not at all. Six members of the Board did speak with one voice, Trustee Hazelton is the exception.
- 3) Trustee Hazelton has made repeated, unfounded allegations before. They were fully responded to in written responses by the Board in August and September of 2024.
- 4) Trustee Hazelton made very recent requests for documentation that have either been provided to her or was referred to VEP counsel for clarification.
- 5) The Board specifically approved appointing a search committee to work with our recruitment

partner to review candidates and to make recommendations to the Board. This committee performed in an exemplary way, in a process professionally managed by our SearchWide Global, our recruitment partner.

- 6) The conclusions on Board interaction with the former CEO are in the past. These issues were addressed at the time. Trustee Hazelton has little firsthand knowledge of these events which preceded her appointment to the Board. Her public comments on this issue were addressed in a letter from the VEP Board Chair on August 13 th .

Further:

- 7) Staffing decisions were executed legally and transparently, with outside legal counsel consulted. No hiring decisions violated contract terms or fiscal policy. VEP's contract with the CEO states that the executive can employ and discharge all staff, which is the industry norm.
- 8) The former CEO was evaluated through third-party 360 assessments and other means. All assessments were very positive.
- 9) The former CEO's renegotiated contract was well within industry norms and timelines, discussed in multiple meetings, and was fully compliant with board policy, and negotiated with legal counsel for VEP. The VEP Board fully supported the renegotiation.

The most troubling comments made in Trustee Hazelton's April 1 st letter, and perhaps the crux of the issue, are the comments about staff discontent and culture concerns. This is a highly subjective conclusion from one board member based only on the opinions expressed by some staff members. If there is an example anywhere in her allegations of staff trying to usurp the duties and obligations of the VEP Board, it is here. Feedback from staff is mixed at best and by conveying only a partial view to the Town Board and County Commissioners, we believe Trustee Hazelton provides only self-selected input that supports her personal views.

The former CEO left VEP for another industry opportunity in a larger budgeted organization with a

significant increase in compensation. Since she left, multiple key team members have resigned, some citing internal tensions between remaining senior-level staff, and concerns about developing workplace culture. Some of these staff were also concerned about recent toxicity on the board because of Trustee Hazelton's repeatedly sowing discord in the organization. These developments are serious, and the VEP Board acknowledges that a professional third-party assessment is warranted of the current staff culture, operations and board and community dynamics. Before any permanent CEO is hired, we are committed to conducting an analysis to ensure that any future leader steps into a healthy and productive organizational environment. These efforts must be thoughtful—not politicized or weaponized for personal agendas by board or staff members.

The alleged issues related to the former CEO have only recently arisen and are not shared by all the staff that worked with her. The Board is unaware of any documented complaints made by any staff member about the prior CEO during her tenure. During that time, the staff expressed only positive comments about her leadership, abilities and fairness. There was a video created by the same staff as she departed, that was made as a permanent tribute to her leadership. This Kara Franker Tribute Video shows a highly supportive staff and board at the conclusion of her tenure.

Concerns allegedly expressed by some staff have now apparently migrated to the VEP Board. We believe this is at least partly due to one coalition of staff who disagree on the outcome of the first recruitment. The hiring of the CEO does not lie with our staff at VEP, no matter how valued they are. The VEP Board is solely responsible for hiring decisions relating to a permanent CEO. Staff input was asked for and was considered among other factors. The Board chose a different course. Estes Park's economy relies on the strength and stability of Visit Estes Park. Its governance should not be held hostage by personal agendas. Ms. Hazelton's request to remove the current board—all of whom are respected community leaders and industry

experts—would be deeply destabilizing and set a dangerous precedent.

The issues at hand involve complex and confidential employment issues. This will take substantial expertise. It cannot be addressed by one board member or any volunteer board. Substantial experience in managing and inspiring talented people, board, government and community dynamics are essential. We believe that our organization and its contributions to our community are worth the investment as we enter a challenging market on the downside and exciting opportunities on the upside.

VEP needs to recruit the strongest possible candidate for VEP to lead the organization, now more than ever. We have significant opportunities that are potentially available to us through Sundance relocating to Boulder. We are also facing major headwinds from staffing issues at RMNP, the likelihood that foreign workers may not be available to local hospitality businesses, funding challenges that may arise under the new administration in Washington, and an economic downturn that we are warned will affect the tourism industry in the coming months. This needs to be the focus of our Board, our organization and our staff.

VEP's recruitment opportunities are now disadvantaged because the first search was so disrupted. This is why our recruitment partner counseled that the search be paused while public steps are taken with a highly skilled and respected consultant in this industry. Four highly regarded consultants were contacted. Two were interested in submitting proposals. Having either of these consultants, who are experienced and respected in this industry involved will be a key factor for the strongest candidates to consider applying for our permanent CEO position when the recruitment resumes.

Our recruitment partner will continue their services under the original terms of its contract with the district. An added perception of controversy involving the VEP Board, the Estes Park Town Board and the County Commissioners will further hamper our continued recruitment. This is not a subjective conclusion, but is the guidance provided by our recruitment partner, the premier recruiter in this industry. The current very experienced Board has many decades of experience in leadership in lodging, food and beverage and retail. All have experience in marketing and the management and recruitment of staff in their own businesses and occupations. Some have prior board experience. We are uniquely qualified to work with our recruitment and consulting partners to complete this recruitment effectively in service to our organization and community. We are all responsible for and taking ownership of the effective operations of the Local Marketing District to support its mission on behalf of our shared communities. Since 2016, sales tax receipts to the Town of Estes Park have increased by nearly 68%, with growing receipts in our winter and shoulder seasons. The biggest jump in sustained receipts started in 2021. In 2024, approximately 82% of the Town's sales tax receipts came from tourism activities. With the advent of 6E funding, almost \$11,440,000 from lodging customers has been contributed towards workforce housing and childcare needs.

As a Board, we believe that we have accomplished much in governing this organization over the past several years, most especially our efforts on 6e. The Board is of our community and are engaged, responsive and is attentive to fellow community members and organizations. There is a depth of multifaceted experience in hospitality and lived experience in Estes Park, some multigenerational, some for several decades and others that are more recent arrivals in Estes Park. Each of us has been willing to contribute their time generously to the furtherance of the community we love.

The Visit Estes Park Board remains committed to collaboration, transparency, and accountability. We hope to continue working with the Larimer County commissioners and the Estes Park Town Board to ensure the continued success of our destination and community.

Respectfully submitted on behalf of the Board of the Estes Park Local Marketing District,
Visit Estes Park.

Sean Jurgens, Chair

Thank You,

Sean Jurgens

Visit Estes Park is a public entity subject to the disclosure requirements of the Colorado Open Records Act. By contacting or responding to this email address, you acknowledge that your email may be disclosed as required by the Colorado Open Records Act and may be publicly posted on the Visit Estes Park website pursuant to Visit Estes Park Policy # 22. A copy of [Policy #22](#) is available on the Visit Estes Park website.

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Final 4-8-25 VEP Response to Trustee Hazelton April 1st Letter to LC Commissioners.docx
26K



Town Clerk <townclerk@estes.org>

Fwd: To Estes Park Town Trustees & County Commissioners

1 message

Gary Hall <ghall@estes.org>

Fri, Apr 18, 2025 at 12:39 PM

To: Town Clerk <townclerk@estes.org>, Travis Machalek <tmachalek@estes.org>

Forwarding for inclusion in the May 6 meeting packet.

Gary M. Hall

Mayor of the Town of Estes Park

Office phone: 970-577-3706

Email: ghall@estes.org

----- Forwarded message -----

From: **Marcia Rothschild** <marcia@sixwolves.com>

Date: Fri, Apr 18, 2025 at 11:51 AM

Subject: To Estes Park Town Trustees & County Commissioners

To: <ghall@estes.org>, <mcenac@estes.org>, <bbrown@estes.org>, <khazelton@estes.org>, <migel@estes.org>, <franklancaster@estes.org>, <cyounglund@estes.org>, <jkefalas@larimer.org>, <kstephens@larimer.org>, <JShadduckMcNally@larimer.org>

Dear Town Trustees & County Commissioners,

First of all, thank you for your job. I am sure there are many difficult decisions to be made.

I am writing to you because I do not think dismantling the Visit Estes Park Board should be one of those decisions. I truly hope you can see through the obvious personal grumblings and agendas being set forth by others.

Estes Park is growing, and I, for one, am very happy about it. I am tired of seeing local businesses struggle in the off-season, and I applaud Visit Estes Park for making a definite difference in designating our beautiful town as a year-round destination, which is crucial for the growth of Estes Park moving forward.

I have worked with Visit Estes Park with one of my personal businesses and with the Stanley Hotel in bringing Patrick Warburton to our first annual Rocky Mountain Madness in partnership with The Duck Race on May 2-3rd to bring more people to Estes Park for the entire weekend, not just one day in and out, so that local hotels and businesses profit.

I cannot say enough how much the Visit Estes Park staff has been a great help. Multiple zooms, emails, phone calls, texts, reach outs, contacts for press, and every other way they can help make this weekend a positive and prosperous event for our town. With my private business, wow, they have been so helpful, and I always feel heard, understood, and as if I'm as big a deal as major businesses in our town.

I have never experienced Trustee Hazelton's discontent with the Visit Estes Park board. I have seen a lack of leadership within the staff during the CEO search. Instead, it seems too personal, too narrow-minded, and not favorable for the highest good of Estes Park.

As a partner in two other successful businesses, one of which I am taking global, we need the infrastructure of Visit Estes Park, but with a CEO with a national vision who knows how to direct and motivate an already enthusiastic staff.

I beseech you not to dismantle the Visit Estes Park board but to find the perfect CEO who can lead us to where Estes Park deserves to be so that our local businesses can thrive with tourism year-round.

Thank you and wishing you a wonderful week ~ Marcia

Resonate Peace & Love ~ Insist on Inclusivity ~ Heal Our Planet



MARCIA ROTHSCHILD | CASTING DIRECTOR

LA + NYC | Mexico City | London | Tokyo | Everywhere In Between

M. +1 970-690-6488 WhatsApp Marcia Rothschild

W. sixwolves.com IG. @sixwolvescasting

AGENCY NÓI

2F Kuwano Bldg, [6-23-4 Jingumae Shibuya-ku, Tokyo 150-0001](#)

T: +813-4446-2076

W: agency-noi.com

IG: [@agency.noi](#)

Models.Com: [agency-noi](#)



Town Clerk <townclerk@estes.org>

Fwd: Support for Visit Estes Park Board of Directors

1 message

Gary Hall <ghall@estes.org>

Fri, Apr 18, 2025 at 12:38 PM

To: Town Clerk <townclerk@estes.org>, Travis Machalek <tmachalek@estes.org>

Forwarding for inclusion in the May 6 packet, thanks.

Gary M. Hall

Mayor of the Town of Estes Park

Office phone: 970-577-3706

Email: ghall@estes.org

----- Forwarded message -----

From: <nick@nickmolleproductions.com>

Date: Fri, Apr 18, 2025 at 11:11 AM

Subject: Support for Visit Estes Park Board of Directors

To: <ghall@estes.org>, <mcenac@estes.org>, <bbrown@estes.org>, <khazelton@estes.org>, <migel@estes.org>, <franklancaster@estes.org>, <cyounglund@estes.org>

Dear Town of Estes Park Mayor and Board of Trustees,

I am writing to express my support for the current Visit Estes Park Board of Directors, and their decision to bring on Bill Hanbury as interim CEO.

As a business owner of 30 years here in Estes Park, I sat on the original Visit Estes Park board. I have witnessed its development firsthand since the beginning of the organization. Visit Estes Park has evolved into a highly effective entity. The degree of its success is the direct result of the term of Kara Franker as CEO. Ms. Franker and the Visit Estes Park Board of Directors as well as the talented staff has set VEP up as a destination marketing organization with an enviable professional direction free from politics. To reverse this course by engaging in discussions of uninstalling this board would be a major setback for Estes Park.

To miss an opportunity to have a highly skilled and universally respected interim CEO, such as Bill Hanbury, take charge and keep VEP on the irrefutably successful path set by Kara Franker would be a travesty. Indeed, if we reflect on the achievements and allow an agenda which has for the past year been solely campaigning to discredit a former CEO who has since moved on, to now sabotage a powerfully functional Visit Estes Park Board, we will put Estes Park in reverse. These political agendas are undermining our reputation as a destination known for encouraging educated visitors so critical to our sustainability.

Respectfully,
Nick Molle



Nick Mollé | President

Nick Mollé Productions/Rocky Mountain Channel

EMAIL: nick@nickmolleproductions.com

Web: nickmolle.com | rockymountainchannel.com |

970-231-0195



Town Clerk <townclerk@estes.org>

Visit Estes Park and support of Trustee Hazelton's letter

Christy Crosser <c2strategies@gmail.com>

Tue, Apr 8, 2025 at 7:54 PM

To: "bocc@larimer.org" <bocc@larimer.org>, Town Clerk <TownClerk@estes.org>

Greetings, Larimer County Commissioners and Town of Estes Park Trustees.

I am writing to express my support for the letter submitted by Trustee Hazelton and to reinforce the need for a joint meeting between the Larimer County Board of Commissioners and the Town of Estes Park Board of Trustees to address longstanding governance issues related to Visit Estes Park (VEP).

My concerns align with those already shared: VEP's challenges are rooted in board-level leadership and decision-making; and adherence to good governance practices. Over the past several years, there has been a noticeable breakdown in trust between the organization and the broader community. The current board has not fostered an environment where open dialogue is welcomed or where community input—especially constructive criticism—can be shared without fear of retribution.

Specifically, the lines of communication between community members and the former executive staff, as well as the board, have not been safe or productive. Individuals who attempted to raise legitimate concerns were met not with professional engagement, but with defensiveness and, in some cases, retaliation. This dynamic undermines public confidence and is fundamentally at odds with the values of accountability, responsibility and professionalism expected of publicly funded institutions.

VEP has significant potential to serve the Estes Valley and Northern Colorado effectively. However, that potential cannot be realized without a governing body that creates space for honest dialogue, upholds the public trust, and demonstrates a clear commitment to good governance practices.

I urge you to support Trustee Hazelton's request for a joint meeting and consider steps toward strengthening the VEP board's leadership. The future health of this organization and the community—and its ability to serve our region—depends on it.

Thank you.

Christy Crosser

PUBLIC COMMENT RECEIVED ON 5/4/2025

Board of Trustees Public Comment

Name: Anne Bottaro

Stance on Item: Against

Agenda Item Title: Removal of Visit Estes Park Board members.

Public Comment:

I'm writing to urge you to vote no on the removal of the Visit Estes Park board members. Removing volunteer board members is an extreme action that sets a bad precedent and sends a negative message to the community. As a former resident of the Peak View apartments of 3.5 years and a strong proponent of the work EPHA does, I had been planning to apply for the open seat on the EPHA board. But after watching the drama play out and the harmful claims that have been made against the Visit Estes Park board, I decided it wasn't worth the trouble and chose not to apply. Why would any community member want to apply to serve on a volunteer board after seeing this drama play out? This is the example that's being set by attempting to overthrow the Visit Estes Park board. If you vote to remove the board, the message you're sending to the community is that if a volunteer board doesn't do what the town trustee liaison wants, they will be punished and removed from their position. Please vote no.

File Upload

Files are limited to PDF or JPG.

Vote no on May 6th.pdf

62.91KB

25 MB limit. Video files cannot be saved to the final packet and must be transcribed before submitting.

Please note, all information provided in this form is considered public record and will be included as permanent record for the item which it references.

Dear County Commissioners and Town Trustees—

I'm writing to urge you to vote no on the removal of the Visit Estes Park board members. Removing volunteer board members is an extreme action that sets a bad precedent and sends a negative message to the community.

As a former resident of the Peak View apartments of 3.5 years and a strong proponent of the work EPHA does, I had been planning to apply for the open seat on the EPHA board. But after watching the drama play out and the harmful claims that have been made against the volunteer Visit Estes Park board, I decided it wasn't worth the trouble and chose not to apply. Why would any community member want to apply to serve on a volunteer board after seeing this drama play out? This is the example that's being set by attempting to overthrow the Visit Estes Park board.

If you vote to remove the board, the message you're sending to the community is that if a volunteer board doesn't do what the town trustee liaison wants, they will be punished and removed from their position. Please vote no.

Sincerely,
Anne Bottaro

PUBLIC COMMENT RECEIVED ON 5/4/2025

Board of Trustees Public Comment

Name: Brooks Ferguson

Stance on Item: Against

Agenda Item Title:

Public Comment:

I don't support the removal of the Visit Estes Park board. As a resident, business owner and active member of this community, I want to voice my strong support for Visit Estes Park and the vital role it plays in promoting and sustaining our local economy. Visit Estes Park is not just a marketing entity; it is a cornerstone of how we share the beauty, history, and culture of Estes Park with the world. Its efforts directly support our small businesses, lodges, restaurants, and the livelihoods of countless locals who rely on responsible and steady tourism. Efforts to dismantle or fire the board—and sever its collaboration with the town trust—are short-sighted and potentially harmful. Transparency, accountability, and efficiency are always worth improving, but not at the cost of tearing down what has taken years to build. We must not forget that our unique character and resilience as a town are supported, not undermined, by Visit Estes Park

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PUBLIC COMMENT RECEIVED ON 5/4/2025

Board of Trustees Public Comment

Name: Wade Johnston

Stance on Item: Against

Agenda Item Title: Removal of Visit Estes Park Board members.

Public Comment:

I don't support the removal of the Visit Estes Park board. The VEP board has done great things for our community, including bringing Skijor and Frozen Dead Guy Days to our town. Their work has increased business and I strongly urge you to vote no on their removal.

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PUBLIC COMMENT RECEIVED ON 5/4/2025

Board of Trustees Public Comment

Name: Emily Luth

Stance on Item: Against

Agenda Item Title: Removal of Visit Estes Park Board members.

Public Comment:

Please do not remove the Visit Estes Park board members. Under their leadership, they've brought Frozen Dead Guy Days, Skijor, and other events to our town. And because of them the 6E ballot initiative passed, bringing in millions of dollars for workforce housing and affordable childcare. Sincerely, Emily Luth

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PUBLIC COMMENT RECEIVED ON 5/4/2025

Board of Trustees Public Comment

Name: Jason Lenz

Stance on Item: Against

Agenda Item Title: Removal of Visit Estes Park Board members.

Public Comment:

I do not support the removal of the entire Visit Estes Park Board. One person's disagreement does not reserve the right to decide the entire operations of Visit Estes Park. Americans have seen in the past few months the negative effects of mass removal of employees - DO NOT REMOVE THE ENTIRE BOARD OF VISIT ESTES PARK.

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PUBLIC COMMENT RECEIVED ON 5/4/2025

Board of Trustees Public Comment

Name: Jim Bromberg

Stance on Item: Against

Agenda Item Title: Removal of Visit Estes Park Board members.

Public Comment:

Visit Estes Park has been demonstrating that they are good for the town and community. This particular agenda item seems like someone's personal vendetta, and should not be a reason to remove a perfectly good board.

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PUBLIC COMMENT RECEIVED ON 5/4/2025

Board of Trustees Public Comment

Name: Sam Glaza

Stance on Item: Against

Agenda Item Title: Removal of Visit Estes Park Board members.

Public Comment:

I believe the current board has done a fine job bringing tourism to Estes Park and should be allowed to finish their current terms.

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PUBLIC COMMENT RECEIVED ON 5/5/2025

Board of Trustees Public Comment

Name: Joseph C Maynes

Stance on Item: Against

Agenda Item Title: Removal of Visit Estes Park Board members.

Public Comment:

As a resident of Estes Park, I do not support the removal of the Visit Estes Park board. Visit Estes Park has done a remarkable job of highlighting why this town is worth visiting and stimulates our economy through its tourism marketing. Because of our earned tourism economy, Estes Park is able to have a strong working middle class unlike other equally beautiful towns in Colorado such as Silverton, Leadville and Ouray. While proximity to Denver has a factor to our success, we are aided heavily by our marketing reach. Please consider the effects of a board change and how it may stunt the growth of our tourism especially with such an unpredictable economy.

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PUBLIC COMMENT RECEIVED ON 5/5/2025

Board of Trustees Public Comment

Name: Paige Goodall

Stance on Item: Against

Agenda Item Title: Removal of Visit Estes Park Board members.

Public Comment:

Dear Estes Park Town Trustees and Larimer County Commissioners, I'm writing to urge you to vote no on the removal of the Visit Estes Park board members. Under the board's leadership, tourism revenue has increased and they've brought successful events to town like Frozen Dead Guy Days and Skijor. Without the leadership of the current board, there would not be millions of new dollars for workforce housing and childcare. As a soon-to-be mother who will be relying on local childcare, the investments from the 6E ballot initiatives are critical, and I'm grateful for the work of the Visit Estes Park board for making this happen. I urge you to vote no on removing the Visit Estes Park board. Sincerely, Paige Goodall

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Fwd: Support for Trustee Hazelton

1 message

Jackie Williamson <jwilliamson@estes.org>
To: Town Clerk <TownClerk@estes.org>

Tue, May 6, 2025 at 8:45 AM

Please include as public comment.

----- Forwarded message -----

From: **Carey Stevanus** <carey@cabintique.com>

Date: Mon, May 5, 2025 at 10:41 PM

Subject: Support for Trustee Hazelton

To: Gary Hall <ghall@estes.org>, trustees@estes.org <trustees@estes.org>, jkefalas@larimer.org <jkefalas@larimer.org>, kstephens@larimer.org <kstephens@larimer.org>, jshadduckmcnally@larimer.org <jshadduckmcnally@larimer.org>

Town Trustees and County Commissioners

This is the third email I have written in support of Trustee Hazelton as the Liaison to Visit Estes Park in the past year. After the response I received from a VEP Board member after my second email, I'm not sure why I would bother sending another.

Last April when Trustee Hazelton was appointed the VEP Liaison, the tension and finger pointing began. The finger pointing was toward Trustee Hazelton from local residents, local news media and the VEP Board. While some believe Trustee Hazelton has "ulterior motives" or "an ax to grind", I believe it is quite the opposite. She wants VEP to be successful. Why would you want a Liaison who just says, "Hey great job, keep up the good work."? Why wouldn't you want someone who questions things when they aren't being done correctly? Things have been dysfunctional at VEP long before Trustee Hazelton took on her roll.

The most recent VEP wasteful spending is jaw dropping. I watched the two final CEO candidates' presentations to the hiring committee. I honestly don't understand why there weren't 100 candidates. That should seem odd to everyone. The most important thing to me is that we have a CEO who lives in our Town. Period. No ifs, ands or buts. For some unknown reason this process resulted in no CEO being hired. A total waste of money. There must be some reason neither of these candidates were chosen. Maybe there is a good reason, and I respect that we are not given that information. However, hiring another interim CEO at \$23,000 a month, plus travel expenses should make everyone's head spin. I watched the VEP Board Meeting where they voted to hire this CEO from out of state AGAIN and I was appalled to learn of the things that were going on behind closed doors within the Board. The amount of funds wasted by the VEP Board on this entire process could pay the annual salary of two full-time employees in most Estes Park businesses. How does a Board that is so proud of their accomplishments with the 6E Lodging Tax, used for Workforce Housing, justify wasting this much money?

I am very disappointed with the decision to hold this joint meeting via Zoom. It proves the point that there is a serious disconnect. This should be a meeting we can all attend and voice our opinions. I believe moving forward the VEP Board should be made up of owners of businesses from different aspects of the

Estes Park visitor experience. We need lodging , retail, food and beverage and the entertainment industries represented on the Board.

I also believe we can't base so much of our town's marketing budget on a Frozen Dead Guy. No event that lasts 3 days should carry this much weight, even if the Stanley Hotel is behind it. Marketing dollars should be reeled back in to the Drive Market and not Florida, Los Angeles and San Francisco. Visitors who travel by air, don't shop like those who travel by car. These are simple facts. I don't need AI or fancy computer technology to figure this out. I talk with the customers in my shop. They're sad about the changes in Estes Park. We're losing our small-town vibe. We're losing our heart. We're losing that thing that people come to Estes for year after year after year, though generations of their families to enjoy. Moving forward is not the answer. In my opinion moving back to the basics is the key to success in Estes Park.

I wish you good luck with your meeting. I hope you are able to make the best decision for our Town.

Is the zoom link available for the public to view?



Carey Stevanus
[521 S St Vrain Ave, Suite A](#)
Estes Park, CO 80517
970-586-5750
carey@cabintique.com
www.cabintique.com

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Jackie Williamson

Town Clerk/HR Director

E: jwilliamson@estes.org

P: 970-577-4771 M: 970-577-4777

PO Box 1200, Estes Park, CO 80517

www.estes.org

PUBLIC COMMENT RECEIVED ON 5/6/2025

Board of Trustees Public Comment

Name: Claire Molle

Stance on Item: Against

Agenda Item Title: Removal of Visit Estes Park Board members.

Public Comment:

It is imperative that the current Board Members of Visit Estes Park remain in place. This attempt to dismantle a competent governing body for personal or political gain is misguided and deeply troubling. Having witnessed the organization's operations under past leadership, I can confidently say that removing this board would severely damage Visit Estes Park's progress and stability. Under Kara Franker's leadership, the staff was energized and thriving. In contrast, we are now seeing staff turning to the board for protection and guidance amidst a growing culture of fear and retaliation from their own management. This shift is alarming. Let's be clear: many of those advocating for the removal of the current board do not have the organization's best interests at heart; they would rather see Visit Estes Park fail than allow it to succeed under strong leadership. Lastly, I fully support the hiring of Interim CEO Bill Hanbury. His guidance is exactly what the staff and Estes Park need.

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Letter to Town Trustees and County Commissioners.pdf 62.87KB

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Former VEP Staff Member Response to Trustee Hazelton's Letter Regarding Visit Estes Park Board of Directors

Dear Larimer County Commissioners and Town of Estes Park Trustees,

I am writing to express my strong disagreement with the letter submitted by Trustee Hazelton regarding the Visit Estes Park (VEP) Board of Directors.

As a former Visit Estes Park staff member who recently left to run a family business in Estes Park, I have firsthand experience with the board's governance. I feel a moral obligation to state clearly that Trustee Hazelton's claims do not reflect reality. It is my sincere hope that the Town Board and County Commissioners can see through what appears to be a coordinated effort, rooted not in public interest, but in personal agendas. Let's not ignore the fact that this is a blatant retaliation against the board which did not choose Hazelton for the CEO position some years back.

I have wrestled with whether to speak up, fearing retaliation and potential harm to my business here in Estes Park. However, I can no longer remain silent while manipulation, fear-mongering, and backroom politics unfold in plain sight. What is happening is simply wrong, and I am willing to stand up for what's right, even at personal cost.

Trustee Hazelton's letter claims that VEP staff are broadly discontent with the current board. As someone who worked under both the previous CEO referenced in her letter and during her own time as a board member, I can confidently say this is false. I hold the current Board of Directors in the highest regard. They are respected business leaders and deeply knowledgeable professionals with decades of tourism and marketing experience in Estes Park. During my tenure, I attended every board meeting. I never once witnessed the corruption or incompetence that Trustee Hazelton describes. Quite the opposite. What I did witness was increasing dysfunction coinciding with her addition to the board.

Let's address the elephant in the room. The effort led by Trustee Hazelton to remove the Visit Estes Park Board of Directors appears to be part of a coordinated attempt to install a preferred CEO candidate—one who may serve their personal interests. Consider the April 8th Town Board meeting: the Board voted 6-1 in favor of initiating a conversation with the County Commissioners regarding the governance of Visit Estes Park. Mayor Gary Hall cast the lone dissenting vote. His response? "This is democracy at work." That is leadership. If Mayor Hall were to follow Trustee Hazelton's example, he might simply pen a letter demanding the removal of Town Trustees who disagree with him.

Finally, Estes Park's tourism industry is facing some insurmountable changes. With the Sundance Film Festival coming to Boulder, Colorado, the National Park facing significant challenges with understaffing and over-visitation, we need an experienced and knowledgeable board now more than ever. Now is not the time to disrupt a board that is competent, experienced, and capable. Entertaining unfounded accusations and dismantling an effective

governing body only distracts from the pressing issues our community faces and should be prioritizing.

Thank you for your time and consideration of my views. Please hold my opinions as my own and not those of the Rocky Mountain Channel or Nick Molle Productions.

Sincerely,
Claire Molle

PUBLIC COMMENT RECEIVED ON 5/5/2025

Board of Trustees Public Comment

Name: Kate Stephens

Stance on Item: Against

Agenda Item Title: Removal of Visit Estes Park Board members.

Public Comment:

To The Board of Trustees and the Larimer County Commissioners: The members of the VEP board have successfully brought varied tourism to Estes Park, appealing to and attracting families, concert-goers, adventure-seekers, and everyone in between. They've passed the incredibly important 6E ballot initiative addressing workforce housing and funds for affordable childcare. Though there is always room for improvement, the removal of a whole board is not the correct course of action, and is throwing the proverbial "baby out with the bathwater." Estes Park is a place composed of many types of people; these differences make us who we are, and together, stronger as a community. Ousting this whole board, representative of these varied voices, is an incredibly dangerous precedent to set, and is not representative of what makes Estes Park such an amazing place to live and to visit. Respectfully working together through differences, which the VEP board have shown in years past, is what has made

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