
RECORD OF PROCEEDINGS

Minutes of the Regular Meeting Of the Board of Directors

Vail Park and Recreation District dba Vail Recreation District December 13, 2012

A Regular Meeting of the Board of Directors of the Vail Recreation District, Town of Vail, Eagle County, Colorado, was held on December 13, 2012, at 5 p.m., at the Vail Town Council Chambers, Town of Vail, Eagle County, Colorado, in accordance with the applicable statutes of the State of Colorado.

1. MEMBERS PRESENT
 - 1.1. Jeff Wiles, Joe Hanlon, Bill Suarez, Rick Sackbauer and Ken Wilson
2. MEMBERS ABSENT AND EXCUSED
 - 2.1. None
3. STAFF PRESENT
 - 3.1. Mike Ortiz, Jamie Gunion, Alice Plain
4. OTHERS PRESENT
 - 4.1. Battle Mountain Girl's Cross Country Team Members and Head Coach Rob Parish
5. CONSULTANTS PRESENT
 - 5.1. Eric Weaver, Robertson & Marchetti, P.C.
 - 5.2. Jason Roberts, Intercept Insights
6. CALL TO ORDER
 - 6.1. Director Hanlon called the meeting to order.
7. APPROVAL OF MEETING MINUTES
 - 7.1. By motion duly made and seconded it was unanimously RESOLVED to approve the minutes of the November 8, 2012 Regular Board meeting minutes.
8. PUBLIC INPUT OF ITEMS NOT ON THE AGENDA
 - 8.1. Members of the Battle Mountain Cross Country Team presented the VRD Board of Directors with a thank you for helping with fundraising efforts for the team to travel to Arizona for a national Cross Country meet.
9. GOLF COURSE GUEST FEEDBACK REPORT

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- 9.1. Ms. Gunion explained the survey was conducted from May through September with 2,500 invitations sent out. Approximately 477 respondents provided feedback throughout the summer. She explained there are no other public courses that are providing this type of information in the valley, so there is no way to compare from course to course. This is the first year the survey has been completed and will serve as a benchmark for future years.
- 9.2. Ms. Plain explained how she responded to feedback, which included phone calls and emailing respondents who had suggestions and concerns that were not resolved on the day of play.
- 9.3. Mr. Jason Roberts with Intercept Insights explained the methodology of the survey, which included distribution of the email list once per week. Each week a new distribution list was used and duplicates removed so that pass holders didn't receive the survey repeatedly throughout the summer. The survey identified areas including course conditions, staff, guest services, the golf course clubhouse, food and beverage and more. A three point scale was used for weighting and coding.
- 9.4. Ms. Gunion explained the majority of respondents were day-of golfers and it was split evenly between residents and non-residents. The data showed 50 percent utilized paid lodging while they were in Vail. It also indicated how reservations were made. Nearly 50 percent made their reservation by phone and the rest were made primarily online. Improvements could be made in reaching out to the concierge, front-line staff.
- 9.5. Ms. Gunion explained the net promoter score totaled 61 and was consistent throughout the summer. The goal of the golf club is to focus on those that are passive promoters and not focus on distractors. The overall goal would be to grow the score to above a 70 and gradually increase the score by 2 points each year. Ms. Plain explained the goal also is to encourage those who are "likely" to play again to be "extremely likely" and become promoters. Those who are "likely" are considered to be passive promoters.
 - 9.5.1. Director Wiles said he was encouraged to see that the score was consistent at 61 and that it is important that remains that way month-to-month. Mr. Roberts also explained there isn't anything to benchmark the score against, but use the survey to work on improvements.
- 9.6. Ms. Gunion said the overall guest satisfaction score, which is different from the net promoter score, of the Vail Golf Club is in the 70s. You can see month-to-month how the score flows when the course is at its busiest. Ms. Plain reviewed the reservations and check-in scores, which are being attributed to weather, frost-delays and how busy the course is.
 - 9.6.1. Ms. Plain explained the outside staff scored the highest in the overall satisfaction score.
- 9.7. Ms. Gunion explained that the clubhouse and Happy Valley Grill did not affect the overall satisfaction score. However, next year the survey will break out the products sold from food and beverage to get a better understanding of the data.

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- 9.8. Ms. Plain explained that inside staff also scored very well. She will reevaluate having adequate staff to handle the phone call volume so that front-desk staff can do a better job of greeting and checking in during peak play.
- 9.9. Ms. Plain said the area that scored the lowest was the bunkers. In the golf course master plan, there are plans to improve the drainage. She said overall, there is room for improvement.
- 9.9.1. Director Wiles questioned why the driving range was scored so low. He encouraged additional details within the driving range to get a better understand.
- 9.9.2. Mr. Roberts explained that logic can be built into the survey to have follow-up questions, but cautioned against expanding the length of the survey.
- 9.10. Ms. Plain said the ranger adherence to pace of play continued to be one of the lower scores but it is an ongoing work in progress.
- 9.10.1. Director Suarez questioned the 4:07 pace of play time? Director Hanlon explained the course was studied by experts and it was determined that course time should be 4:07.
- 9.10.2. Ms. Plain explained the 4:07 time did not include beverage cart service or restroom breaks.
- 9.10.3. Director Suarez questioned the telephone on the 9th hole to be able to call in orders for the beverage cart. Ms. Plain said the phone was removed after the phone line was cut during the irrigation renovations. Next year, she said she is going to have signage for cell phone users to call the half-way house for beverage service.
- 9.10.4. Director Suarez also questioned how strong you can push people along before offending golfers. Ms. Plain said it is tricky and they continue to work on the balance and hiring the right people and training are important.
- 9.10.5. Director Wiles agreed that there is a fine balance and another discussion can take place around that topic.
- 9.10.6. Mr. Ortiz said it is important to hire and train the right people who can encourage golfers to enjoy their round and not spend a lot of time on the course. Especially for guest golfers who can enjoy the many activities that Vail offers.
- 9.11. Ms. Gunion reviewed results from Happy Valley Grill. Next summer a question regarding the beverage cart service will be included. Information was shared with the restaurant operator.
- 9.12. Ms. Gunion reviewed media awareness including the website, Vail Daily, email lists, concierge/front-line and online marketing. The website and email list continues to be a top communications tool. The Vail Daily also is an important information outlet and opportunities to include more programs will be looked at in 2013.

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- 9.13. Ms. Gunion said overall the research will help in next summer's operations and in looking for areas to improve including reservations, pace of play, course improvements, researching check-in procedures, monitoring the restaurant operator, website improvements and more.
- 9.14. Director Wilson questioned if the Vail Town Council should review the results. Mr. Ortiz said staff will discuss and see what options are available.
- 9.15. Mr. Ortiz encouraged the board to continue planning for such surveys across the VRD to have solid data. It eliminates some of the rumors and hear-say and allows people to express their opinions and suggestions.
- 9.16. Director Sackbauer expressed that it was an amazing amount of data and requested an executive summary that shows priorities for operational improvements in 2013. He said the board has to help staff make sure the priorities are in line and if there are financial costs to make needed improvements.
- 9.17. Director Wilson said the survey provides very valuable data. He explained the two takeaways from his perspective were: Happy Valley Grill needs improvements and the administration of pace of play.
- 9.18. Director Hanlon said communications, marketing and pace of play seemed to be areas to work on in the future, plus focus on training and hiring the right people and using this data to move the passive promoters to active promoters.
10. OCTOBER 2012 FINANCIAL UPDATE
- 10.1. Mr. Eric Weaver explained that nearly every department is favorable for the year. There are variances in the operating expenses, but overall they are on-track.
- 10.2. Director Wiles questioned the variance on Gymnastics Center within the expenses. Mr. Weaver said that cuts were made in staffing but it was realized that those cuts are not effective to run an efficient gymnastics program, so staffing costs are more than expected.
- 10.3. Director Sackbauer questioned whether the Gymnastics program has the correct ratio of teacher per students. Mr. Ortiz explained it's at an industry standard for teacher per student.
11. EXECUTIVE DIRECTOR INPUT
- 11.1. Mr. Mike Ortiz explained that the recent snowfall has helped the course. The dry weather patterns resulted in golf course staff watering the greens. The snow cover does help the greens during the winter.
- 11.2. There is not enough snow to use the snowcat on the Nordic course, but staff is rolling the course and providing Nordic programming. There needs to be an 18 inch base for the snowcat to operate and groom the course.
- 11.3. Next year the Vail Golf Club will host a PGA playing ability test --June 18, 2013 for aspiring professionals. The course may or may not be closed for the day. The PGA Junior Golf Academy will return.

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- 11.4. Columbia will return as presenting sponsor for the Vail Trail Running Race Series. It provides additional quality to the race series as they provide high-quality technical T-shirts.
- 11.5. Kreuger Family Shamrock Shuffle will return in March for its second year. It will be St. Paddy's day weekend.
- 11.6. Dobson's Holiday Ice Show will return Christmas week and staff is working with the Skating Club on rehearsals and preparing for the show.
- 11.7. Jamie Gunion and Beth Pappas continue to work with the Vail Local Marketing District and are planning a New York trip to do media visits.
- 11.8. Youth Services TRX program and yoga activities are doing well. A cardio kickboxing program will begin in January.
- 11.9. Gymnastics will be busy with level 4 and 5 state championships and a boy's meet in the next two weekends.

12. BOARD MEMBER INPUT

- 12.1. Director Suarez expressed concerns about parking in the lower bench following its renovation. Mr. Ortiz explained that part of the goal for the renovation of Ford Park is to remove as much vehicle traffic as feasible from the park, in the lower bench specifically.
- 12.2. Director Wiles explained that the VRD is hosting an open house on Sunday for VRI Ski School instructors, Town of Vail and Vail Mountain community hosts. He said this weekend will be a big weekend with the kickoff to Vail's 50th anniversary. There will be a party Saturday night in Vail Mountain Plaza at around 5:30 p.m.
- 12.3. Director Wilson wished VRD staff a happy holidays and thanked the staff for doing a great job.
- 12.4. Director Hanlon thanked Columbia for coming back on as a presenting sponsor and was pleased to hear the PGA junior golf program will return. He also wished Vail a Happy 50th. He also congratulated the BMHS Cross Country Team and thanked them for coming to the board meeting. He echoed Director Wilson's comments about the staff and being a board member and wished everyone a happy holidays.
- 12.5. Director Wiles encouraged researching storage for the sports department.

13. ADJOURNMENT

- 13.1. Upon a motion duly made and seconded it was unanimously RESOLVED to adjourn the Regular Meeting of the Vail Recreation District Board of Directors.

Respectfully Submitted,

Jamie Gunion
Secretary to the Meeting