
RECORD OF PROCEEDINGS

Minutes of the Regular Meeting of the Board of Directors

Vail Park and Recreation District dba Vail Recreation District August 23, 2007

A Regular Meeting of the Board of Directors of the Vail Recreation District, Town of Vail, Eagle County, Colorado, was held on August 23, 2007, at 5:00 p.m., at the Town of Vail, Council Chambers Eagle County, Colorado, in accordance with the applicable statutes of the State of Colorado.

1. MEMBERS PRESENT

1.1. Scott Proper, Michelle Hall, Rick Sackbauer, Joe Hanlon

2. MEMBERS ABSENT AND EXCUSED

2.1. Ken Wilson

3. STAFF PRESENT

3.1. Mike Ortiz, John Monson, Amy Ludke, Steve Sarro, Chad Young

4. TOV MEMBERS PRESENT

4.1. Pam Brandmeyer

5. OTHERS PRESENT

5.1. Kaye Ferry

6. CONSULTANTS PRESENT

6.1. Eric Weaver and Ken Marchetti, Robertson & Marchetti, P.C.

7. CALL TO ORDER

7.1. Scott Proper called the meeting to order at 5:00 p.m.

8. APPROVAL OF 8/09/07 MEETING MINUTES

8.1. Director Sackbauer moved to approve the August 9, 2007 Board meeting minutes. Director Hanlon seconded. Approved unanimously.

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9. PUBLIC INPUT OF ITEMS NOT ON AGENDA

9.1. None

10. PRESENTATION OF GOLF COURSE SURVEY

10.1. Mr. Ortiz presented detailed information on the Golf Course Survey Results conducted by Richard Puetzer, Business and Marketing Research Services. The results are as follows:

10.2. REPORT DEFINITIONS & NOTES

10.2.1. Respondents were divided into three categories and labeled as follows:

- **Vail:** Town of Vail residents and second home owners.
- **Valley:** Area residents not living in the Town of Vail and those who own a second home in areas other than the Town of Vail
- **Visitors:** Those visiting from other Colorado areas and out-of-state.

10.2.2. In some instances the top two responses for rating questions were combined to represent a “positive” rating, for example, Somewhat Satisfied and Very Satisfied percentages were combined to represent “positive” satisfaction.

10.2.3. The first section of the report contains the study highlights which can be used as a stand alone document if one wishes to provide an overview of the study without releasing all of the graphs in the report.

10.3. GOLFERS’ PROFILE

- 41% were staying or living in Vail and 73% were staying or living in the overall Vail Valley area at the time they were playing golf.
- 29% actually lived in Eagle-Vail and 32% in Edwards.
- 42% of the golfers had a vested interest in the Vail Golf Club by virtue of being a Town of Vail resident or second home owner.
- 32% of Visitors surveyed were in Vail “today” just to play golf.
- 66% of Visitors were staying in the area for 1 – 3 days.
- Most Vail and Valley respondents were playing with friends or a local organized group.
- Visitors were usually playing with friends or by themselves.

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- The golfing clientele is generally older with the average age of Vail-ites 59 and Valley and Visitor golfers 54.
- The income level of golfers is high with 50% of all respondents and 52% of Visitors having an annual income over \$150,000.
- Most of the golfers (70%) were Men, with the exception that Valley golfers were split 51%/49% Men/Women.

10.4. ADVERTISING AND GOLF PROGRAM AWARENESS

- Vail and Valley golfers were most aware of Vail Golf Club advertising in newspapers and on the golf course web site.
- Visitors were most aware of the golf course's advertising on its web site, and to a lesser extent, newspapers and brochures in hotels.
- Traditional golf programs such as Senior's League and Men's and Women's Day had the highest golfer awareness.
- New golf programs such as Junior First Tee and Play Golf America had the lowest levels of awareness.

10.5. CUSTOMER (GOLFER) SATISFACTION SCORES

- Customer satisfaction scores for initial interface activities with the golf club such as checking-in and starting on time all earned positive satisfaction scores of ~90% or higher.
- Other support service items such as score card content were rated somewhat lower with the on-course beverage cart service having the lowest positive satisfaction score (67%) in this grouping.
- Golfers were moderately satisfied with the price for 18 holes with a positive satisfaction score of ~75%.
- Similarly, golfers seemed moderately satisfied with the clubhouse with 68% saying they were either Somewhat or Very Satisfied with it. Only 7% said they were Very or Somewhat Dissatisfied with the clubhouse.

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10.6. VAIL GOLF CLUB'S COMPETITIVE POSITION

- The Vail Golf Club has a majority market share (67%) of the total rounds Vail golfers estimated they played in the area during the last two years.
- As one would expect, locals play the most rounds of golf at Vail and Visitors play the least.
- Vail Locals played few rounds of golf at other local courses (70% only played 1-2 rounds within the last two years).
- Approximately 90% rated Vail Golf Club's overall customer service and price vs. value equal to or better than other courses in the area.
- The Vail golf club's course is rated easier (2.33 out of 5) than other area courses.

10.7. NEW CLUBHOUSE OPTION

- The aesthetics of the current clubhouse were rated Average to Average+ with 71% rating them Good or Excellent.
- Only 11% of Visitors rated the aesthetics Poor or Fair versus 30% of Valley and 39% of Vail golfers.
- As a Visitor attraction, it is important to note that 84% of Visitors rate the clubhouse aesthetics Good or Excellent.
- Opinions about whether or not a new clubhouse would make the golf course more appealing are generally split 50/50 (Yes/No) with only 34% of Visitors saying "Yes."
- Similarly, opinions about whether or not a new clubhouse would benefit the Vail community also are generally split 50/50 (Yes/No).
- The preferred facilities for a new clubhouse are the obvious ones for a golf course: pro shop and locker rooms with about 50% of Vail and Valley respondents liked the idea of a banquet room for rental.
- Athletic workout facilities rated low levels of preference, generally less than 20%.
- If a new clubhouse were built, only 4% of Vail residents and second home owner golfers thought it should be paid for with a mill levee (property tax) increase.

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10.8. GOLF COURSE ECONOMIC CONTRIBUTION TO THE TOWN OF VAIL

- Total retail sales generated by golfers, not including golf course related services were \$676,111
- Total golf course services retail sales including green fees, cart rentals, pro shop and restaurant were estimated at \$1,389,111.
- Total sales tax revenue generated by all retail sales was \$55,564

10.9. SURVEY OVERVIEW

- Conducted between July 9 and July 22, 2007
- Completed questionnaires were obtained with a combination of placing questionnaires on golf carts, intercepting golfers at the completion of 18 holes and requesting participation in the survey when returning their golf cart.
- Total completed questionnaires were 302 versus a goal of 300.
- Statistical accuracy or “precision” of the results is + / - 4.7% at the 90% Confidence Level

10.10. SURVEY OBJECTIVES

- Evaluate golfers’ satisfaction with the golf course operations.
- Determine golfers’ awareness of Vail Golf club’s advertising and golf programs.
- Obtain golfers’ opinions about the pro shop prices and merchandise.
- Learn golfers’ reason for being in Vail and with whom they were playing.
- Determine Vail Golf Club’s competitive position in the Vail area.
- Obtain golfers’ opinions regarding building a new, larger clubhouse and how it should be financed.
- Estimate the economic contribution (impact) of the golf course on the Town of Vail.
- Determine the general demographics of the golfers.

Results provided by:
Mr. Richard Puetzer

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- 10.11. Note: Highlights only were reported on. Please call 970.479.2279 to request a full copy of the report survey.
- 10.12. Director Proper requested information on how the numbers were calculated using the survey from Mr. Richard Pueter's Group. He asked why this method was used and asked Mr. Monson to explain the "Net Promoter Score" Director Proper stated that we needed to use the NPS method going forward when conducting surveys in the future. Ms. Kaye Ferry agreed that it was a very good method to use when tracking Vail Recreation District information. Director Proper stated it does provide better results and asked Mr. Monson to give a brief description informing the Board on the method. Mr. Monson explained how the survey was conducted and the importance of using this technique in the future:
- 10.13. The "Net Promoter Score" (NPS) is a management tool that allows organizations to gauge their customer relations, and therefore gauge their customer's loyalty. By asking a simple, straightforward question such as "how likely is it that you would recommend the *Vail Golf Club* to family or friends?" and then applying a 1-10 response system (1 being least likely and 10 being definite), we can categorize our guests into one of three categories, that of Promoter, Passive or Detractor. Promoters rank at 9 and 10 response, Passives rank at 7 and 8, while Detractors rank anywhere from 0-6 in their response. You arrive at your Net Promoter Score by subtracting the percentage of Detractors from the percentage of Promoters; thereby creating a quantifiable metric that can be tracked across otherwise unrelated industries. At its core, the NPS gauges an organization's growth potential by highlighting customer relations as the driver of its success or failure, when used in conjunction with financial statements.
- 10.14. Mr. Ortiz stated that the following results have given him more knowledge, information and a better understanding of what the local golfer and visitor want. This information will used to help him work more accurately on projects such as the Recreation Master Plan and help to give O'Dell Architects a better understanding of what the community wants in a facility.
- 10.15. Mr. Ortiz stated that the following survey was an opportunity for the Vail Recreation District to gather information from the community and the visitor to get an idea of what they want and to educate the community and the Town of Vail on the need for new facilities. He went onto state that a large

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percentage who visit Vail come to play golf at the Vail Golf Club, with that said we need to improve our golf club facility area. The Board agreed.

11. RECREATION MASTER PLAN UPDATE

- 11.1. Next scheduled sub-committee meeting is September 4, 2007.
- 11.2. Mr. Ortiz, sub-committee member stated that he has had several discussions and met with Mr. Odis Odell, O'Dell Architects regarding the design and cost estimates of new facilities. He stated that Mr. O'Dell had done many engineering studies on areas most concentrated in recreation in Vail, from that he has designed new ideas for the area.
- 11.3. Director Hall, sub-committee member stated that the meetings have been very productive; currently Mr. O'Dell is focusing on where the most concentrated activity and recreation lies in town from there a conceptual design is created.
- 11.4. Director Hanlon, sub-committee member stated that he has received successful information and working with the Town of Vail is a great opportunity for community development. He reminded Mr. Ortiz and the Board that we needed to be more aggressive and have the Town of Vail review the draft leases from Mr. Jim Collins office, we need to get those in place before we can move forward with any new projects.

12. JULY 2006 FINANCIALS

- 12.1. Most departments favorable to budget, with the only major exception being golf operations, primarily due to the structure changes as well as the costs to repair the clubhouse from an unanticipated sewer backup and several other unanticipated operating costs such as new golf balls for the driving range. Overall, the financials look very positive at this time. Mr. Weaver also stated that we did get \$160,000 approved from the Town of Vail which will be used to fix the tennis court retaining walls and fences as well as perform a detailed engineering analysis of the retaining walls and bridges on the golf course.

13. EXECUTIVE DIRECTOR INPUT

- 13.1. INFORMATION ONLY. NO BOARD ACTION REQUESTED
- 13.2. Mr. Chad Young, Youth Services/Camp Vail Director reported on the following:
 - 13.2.1. Mr. Chad Young, Youth Services Coordinator, gave a brief update on the Youth Service/Camp Vail programming and activities.

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13.2.2. Edwards Elementary School KidZone:

- An average of 21 kids attending per day
- Pre-registration results in less fluctuation and easier staffing
- Two salaried staff member plus one hourly staff member, savings resulted when using salaried staff positions instead of hourly positions
- The program has sustained itself financially
- Good partnership with the Edwards community
- Helps recruit for School's Out Camp & Camp Vail, etc.
- Difficult programming for Schools and/or district; therefore, school district benefits from partnership

13.2.2.1. Future possibilities with County:

- Educational Incentives for Employees
- Quality and Capacity Grants to help fund clinics (i.e. gymnastics, martial arts, skateboarding)
- 2007 \$6,000 grant: Possibly used towards Imagination Station improvements

13.2.3. Red Sandstone Elementary Camp Vail Summer Use (positives/negatives)

13.2.3.1. Successful Camp Vail Summer Location

- Easy drop-off & pick-up without parking hassles
- Welcoming entrance
- Less "Keep Out" space
- Field with grass, playground, art/science room, gym, game & "free art" room
- Influences drop-off & pick-up time
- Better communication with parents
- Additional Rainy day options

13.2.3.2. Pre-Kamp Mixed

- Drop-off & pick-up includes long walk (frequently past construction)

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- Room entrance is “back of house” – quiet for nap time
- Small room difficult to get stations/centers
- Decreased capacity
- Nice Playground with easy access to gym if needed

13.2.3.3. Administrative Challenges

- Phones: One line in with a second line out → missed calls!
- Computers: Internet access not completely reliable
- Charging: Fax line from office to front desk

Information provided by:
Mr. Chad Young, Youth Services Director

- 13.3. Director Sackbauer made it mandatory that we get the site and location confirmed for next summer as soon as possible. Requested a confirmed site to be presented at the 08 Budget Meeting.
- 13.4. Director Hall stated that Mr. Chad Young get a working reliable phone system, internet and fax service line in place for next year’s Camp Vail location, it is mandatory that parents and staff have an easy time communicating with Camp Vail staff members.

14. BOARD MEMBER INPUT

- 14.1. Director Sackbauer reported on the following:
 - 14.1.1. Director Sackbauer asked if Mr. Ortiz and staff had a plan of what they were going to do with the Golf Course merchandise this winter. He asked if we could use a space in the Nordic pro shop for the winter to sell. Mr. Ortiz stated that he is looking into different options for retail in the winter.
- 14.2. Director Proper reported on the following:
 - 14.2.1. Whirled Peas Restaurant, Vail Golf Club, stated the food is delicious and the atmosphere is terrific, and is very impressed with the service, it has exceeded expectations.
 - 14.2.2. Would like to see staff put together an annual calendar of all 2008 scheduled events for Board viewing.
 - 14.2.3. Requested that Dobson Arena’s schedule be posted on the web site or online for public viewing.

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15. EXECUTIVE SESSION

- 15.1. Director Sackbauer made a motion to adjourn into Executive Session for the purpose(s) of: §24-6-402(4)(e), C.R.S., “Determining positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators.” Director Hanlon seconded. Approved unanimously.

16. ADJOURNMENT

- 16.1. Director Hanlon motioned to adjourn at 8:00 PM. Director Sackbauer seconded. Approved unanimously.

Michelle Hall, Secretary

Amy Ludke, Assistant Finance Manager

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