

Campbell County Public Land Board (CCPLB)/Staff Planning Meeting
Meeting Minutes
January 31, 2019

Board Members	Staff
Present: Mary Silvernell, Don Hamm, Skyler Pownall, Kevin Couch, Absent: Charlene Camblin, Duane Evenson	Present: Jeff Esposito, ReNae Keuck, Greg Rook, Janell Paris, Kathy Ashton, Carly Klein, Jessica Howard, Gina Carpenter, Mike Rothleutner

	ITEM	DISCUSSION	ACTIONS TAKEN	ACTIONS TO BE TAKEN
1.	Call to Order/Introductions	The meeting was called to order at 5:24 PM MDT on January 31, 2019, by Chair Kevin Couch and introductions were made.		
2.	Review of CAM-PLEX 2018 Organizational Report	<p>2.1 The Organizational Chart was reviewed by Mr. Esposito. All positions shown are filled. Staff is in the process of making changes to certain County titles to be “working” titles that are more industry standard when calling on national events and more accurate job duty descriptions. Many of the sales and marketing titles do not accurately describe their job and are a deterrent from effectively accomplishing their job. New sales staff member, Keith Howard, will be introduced at the next meeting. On the previous chart the marketing line had a 7th position which was moved to operations for an additional custodial position.</p> <p>2.2 Janell Paris, Marketing Manager, reported on events.</p> <ul style="list-style-type: none"> • Staff is working on moving Heritage Center (HC) and Energy Hall (EH) events to the Wyoming Center (WC) because of the remodel. • Grant season is starting, and new ones are being explored. • Staff is working on a theater season without a theater. Broadway shows cannot be done without a working theater. Replacement shows such as <i>Drumline Live Holiday Spectacular</i> is a good possibility for replacing high end shows among other ideas. Focus will also be more school shows and residencies at the schools. • Ashley Dillard is working on booking national events such as Indian Relay Races, CMA, PGI, and a Vintage Camper Rally July 10-15 which will include a car show, trade show and a John King concert to name a few upcoming events. There will be many events happening and opportunities for the community such as Mega Monster Truck that weekend as well, but there are no overlapping events. Keith Howard dove full force into the sports segment and has been tasked with finding 4 homegrown tournaments in a year. 		
3.	2019-2021 Strategic Plan	The Strategic Plan, distributed to the Board members at last month’s CCPLB meeting, was briefly discussed. Mr. Esposito is not proposing any changes unless requested. This new plan keeps consistent with previous plans but with an additional format column of Operations.		

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		<p>Jeff recapped bullet points of the Areas of Focus on the plan as follows:</p> <ul style="list-style-type: none"> • <u>Sales & Marketing</u>: With the notion of outbound sales, having objectives to create sales goals and conduct market specific focus groups to hear directly from customers will help create good community relations. Add 4 new events using the new sports court floor; increase event days by 5%, broadcasting of live events; and develop activities to increase local awareness are among the objectives to achieve. Develop a possible metric to gauge success. • <u>Operations</u>: Manage overtime (OT) and eliminate casual overtime. Some OT is necessary, but there is always room for improvement. Staff will do their best to make things look new and replace/repair as needed. Jeff would like to finalize the repair of the old marquee and see if \$5,000 from the Special Event Fund or end-of-year surplus can be used to finish the diagnostics. Repair of the marquee is not on option in our current budget. Remove unnecessary items from grounds will be difficult because the County has decided not to have an auction this year. • <u>Team Development</u>: Consistent with last year and we are hoping to restore the line item of individual's training. There is some free training through Homeland Security for sports market training. The Safety Program will continue. Keep up with no lost time accidents. A productive work class is also available. • <u>Facilities</u>: Maintain and create a rolling capital budget that is more than 3 years (possibly 10 years out) with predictions of what may need a road, roof, etc., EH and HC remodel, the switch to IP phones. • <u>Efficiencies</u>: Leverage on-line systems, cross-train staff for the box office, and create on-line reservations for riders and camping. Would also like to move food and beverage event contracts to annual contracts to eliminate paperwork. This would ensure their eligibility to work at CAM-PLEX for the whole year. <p>The Board thought this plan was a good collaboration on ideas put together.</p>		
4.	Budget Direction for 2019-2020 Fiscal Year	<p>4.1 The budget narrative letter from County & City was discussed. Comptroller ReNae Keuck pointed out the 3rd paragraph and basically the direction to "hold the line" for now. The total budget request of \$178,923 was an increase from last year largely because of merit raises. The City's level of support increased to the 20% level to the County's 80%. The budget will be submitted to the Board in a few weeks. No particular feedback from funding entities regarding the \$3 million for the remodel project. The budget will reflect funding needed for the remodel project. OT is being watched and getting better and we are currently under budget. Board comments were to continue the trend of monitoring closely.</p>		<p>4. Mr. Esposito will provide formal numbers to the Board members regarding rental fee increases.</p> <p>Jessica Howard will be seeking more grant funding opportunities.</p>

4.2 Rental Fees Discussion: There has been no rate increase in the last few years. Mr. Esposito explained a small adjustment would be acceptable and is not looking to pass on much to the customers. Cost Of Living has been the benchmark used to increase rates in the past. Staff is looking at rolling nickel-and-dime charges into a package and the idea is supported by the Board. The Venue Fee has increased revenue and there is a drive to use more kitchen space rentals. Mr. Esposito explained the current process of banquet caterers and how he would like to change the process to increase revenue. He has been consulting with Ken Barkey on this issue. He also has a process in mind for concessionaires as well and the concern of taking care of the small business operators with minimums and caps. Having a rate increase during construction may make some customers dissatisfied but staff is hoping to minimize the problems during the transition.

The Board feels staff is on the right page and to keep diligent. Board directs staff to hold the line as instructed by the City and County. The Board directed staff to provide them formal numbers of any rate increases, along with explanations, before they will approve any increase. Board would like staff to provide structure for caterers/concessionaires to utilize the kitchens and to involve them in the process.

4.3 General budget direction from the Board is to have staff maintain high level of customer service and keep increasing events. Mr. Hamm complemented staff on doing a great job in East Pavilion as it has been the 1st time he has received no complaints about heating the building.

4.4 Revenue and funding ideas:

- The Marketing team has done a good job getting community support, who are excited about events, which will increase ticket sales across the board. Marketing Manager, Janell Paris, informed the Board of the different methods she is using to obtain future concerts. Unfortunately, *Choir of Man* is not selling out here, but has everywhere else. AIE shows have made more revenue this year and match what the entire season made last year. AIE money gets sent directly to the Restricted Ticket Fund and cannot offset other shows that do not break even.
- Board members inquired about future WBC grants and what other grants are available such as building grants. AIE Facilitator, Jessica Howard, will be writing grants to incorporate bringing arts into a rural community, so these shows we do, can be grant funded. She will be looking into future WBC grants, facility grants such as security/electronic locks, cameras, and seek out other possible grant writing opportunities for facilities. The staff would like to seek funding for campground improvements to increase sites size to accommodate the larger rigs and to be to full service. Mr. Hamm suggested checking Danial's Fund for possible grant funding opportunities.

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		<ul style="list-style-type: none"> • Central Pavilion parking lot electricity was upgraded to accommodate future RV rally display units. • Staff added RV outlets in the stalls. Compromises were made to let horse trailer users park in Windmill Campground. • Operations Manager, Greg Rook, informed the Board of the need to upgrade campgrounds. Some of our parks were built as a temporary solution but are now being used on a permanent basis. Water, fences, power, sewer, and site sizes all need to be upgraded. Upgrading shower facilities in Boxelder would be great as well. Windmill plumbing has been upgraded and the facelift is in progress. Adding more shower facilities on grounds is desired as well. <p>Grant funding was the highlighted topic of this discussion for the Board members.</p> <p>4.5 Facility utilization discussion:</p> <ul style="list-style-type: none"> • Mr. Esposito spoke of the focus sales effort through event creation or solicitation locally, regionally, and nationally. • Several Board members have been approached regarding the property available across the street. Owners of the property want to partner with CAM-PLEX on the possible development of this land. The Board saw no opportunity at this time and more conversations will need to occur before pursuing any further. 		
4.	Capital Budget Items	<p>5.1 ReNae distributed and the 2019-2020 Capital Requests list to the Board.</p> <ul style="list-style-type: none"> • Mr. Rook explained the Asphalt Repair request. The original request last year was \$750,000 and only half was funded. The amount requested will finish the patchwork repair. The next step will be to obtain funding for overlay. • The \$25,000 is a place holder for the VoIP Phone System. After discussion with Chair Couch, the amount should be changed to \$35,000. The fire suppression system must run on analog. Dynamics 365 Upgrade would include an app from our current booking software. Staff described all the benefits an app could provide for CAM-PLEX and the customers such as riders scheduling and paying on devices for barn times, customers booking unused building spaces for certain events, on-line forms, conference registrations, trade show booth spaces, etc. The more we can automate the better (customers like to self-serve). Using this app would keep rooms from double- booking. The app could provide advertising benefits, provide customers with building names and directions, track information and geofencing as well. The budget given is not much higher than last year. We need to put the list in priority. 		<p>5. Staff needs to change VoIP Phone System amount to \$35,000.</p> <p>Staff needs to list budget items in priority from top to bottom.</p>

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		<ul style="list-style-type: none"> • Scrubbers were listed separate because one will only be used for the Wyoming Center specifically. The Resolution specifies the WC Fund can be used for WC operations, repairs, etc. • The \$1.5 million low interest loan was discussed. Staff is waiting to find out more information and then will request taking this loan to the funding entities. • CCPLB and managers are meeting with City and County on the 11th to find out their direction for the remodel funding. April 15 is when the loan papers are due. • The End-of-Year Money List was discussed. • If the Board wishes to use Special Event money, a list from staff was provided to them for review. • Wyoming Center Money listed the item “WC Production Package.” This request would provide the necessary equipment (lights, sound equipment, curtains, etc.) to produce shows and concerts in the WC. Because of the remodel, moving shows from HC to WC increases the need for such equipment. Production costs to rent equipment cost anywhere from \$11,000-\$18,000. We also have labor and hospitality costs for events. Purchasing this equipment will help us not to lose money and help future shows. <p>5.2 The vehicle depreciation account was reviewed. Mr. Rook met with Tony Langone from the County. This year we are not replacing anything because equipment has not reached its depreciation value. The depreciation account, set up originally to be a 50/50 contribution split with the City and County, is not up to the amount it should be, because the City could not deposit funds for a couple of years. Board Members should advocate with City and County entities regarding this account for future requests. Next year equipment will need to be replaced because they will hit the depreciation value.</p>		<p>Staff needs to itemize, detail and justify “WC Production Package” and present it to the Board. The request needs to be verified that it fits the Resolution language. Mr. Esposito will talk to Mr. Stevens and socialize the idea with the funding entities.</p>
6.	Special Events Account	<p>6.1 ReNae reviewed and explained the fund balance of the Special Events Account financial report with the Board. She explained the \$110,000 held yearly is mostly due to NHSFR. The form shows calendar year expenses and income along with the matching funds. Ending balance as of December 31, 2018, is over \$1.2 million.</p>		
7.	Trust Funds Review	<p>This form shows the history of the funds and where they are distributed. Operations Trust Fund cannot be drawn out until it reaches \$10 million. The WY Community Foundation Endowment can only be drawn out, once they inform us of the amount and percentage. Monies from this account may be used for an opening show after the remodel.</p>		

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8.	CAM-PLEX Road Improvement Discussion	There was continued discussion from the previous Board meeting regarding road improvement. A circular drive-thru to the ticket office entrance was a new idea presented. A road plan is something the Board would like developed. The Board suggested to utilize Road and Bridge for possible road projects. The proposed road needed for rodeo would be just a gravel road and would need two culverts. Possible capital funds for limestone or road base would be needed for some road improvements.		Staff to develop a master road plan and present to the Board. Greg will socialize with County regarding possible road projects.
	Other subjects discussed at the meeting	Board Recap of the evening: <ul style="list-style-type: none"> • Control costs, utilize technology, be innovative to see what we can provide the community, look for economic drivers that fill hotel rooms and add value to our economy. • Many "good job on the SLIB money" comments from community members to the Board Members. • People who have events will probably have concerns about renovations. Jeff and Janell to visit groups and share what we are doing. Number one question is when we are going to start. Avoid dates because it will be wrong. CMAR is being worked on by Dale Buckingham's firm. • Another amendment to his fees. Engineering work for the plumbing was never part of the original fee. Plumbing was not part of the scope. Plumbing issues in EH, too. Electrical engineer has been here, and he feels the electrical is ok. Dale will come to the meeting when he gets the number. • Bidding and construction processes were discussed. Facilities are blocked June 1, but the remodel project could start earlier. CMAR will establish calendar milestones. 		
9.	Other Budget Meeting Dates	9.1 2/14/2019 is the next monthly Board meeting @ 6:30 PM MDT. 9.2 2/21/2019 is the CCPLB/Manager Budget meeting @ 5:00 PM MDT. 9.3 3/14/2019 is the Quarterly Commissioner's meeting @ 6:00 PM MDT followed monthly Board meeting @ 6:30 PM MDT. 9.4 3/28/2019 is the joint funding entities meeting @ 5:15 PM MDT in the Cottonwood Room at the GAMB.		
10.	Adjournment	Meeting was adjourned at 7:28 PM MDT.		

Respectfully submitted,

Charlene Camblin, Secretary