



Visit Estes Park
The Destination
Marketing Organization
VisitEstesPark.com

Board of Directors Regular Meeting Agenda

Monday, April 12, 2021, 5:00 p.m.
Conference Room, 1751 N. Lake Ave units 106 & 107
Via ZOOM Meeting– Link available on District website

PUBLIC COMMENT.

Please state your name & address. We allow 3 minutes for each public comment.

REPORTS.

1. RMNP Update – PIO Kyle Patterson
2. Town Board Updates

CHAIRPERSON'S MESSAGE.

1. Overview of Agenda
2. Approve Agenda

CONSENT AGENDA.

1. Approve Meeting Minutes from March 17,2021 Special Meeting, March 22,2021 Regular Meeting, and March 29, 2021 Special Meeting.

PRESIDENT & CEO.

1. Updates

PROGRAM REVIEW.

1. Operational Updates

ACTION ITEM.

1. Approve Amendment of CEO Contract, Kara Franker

BOARD COMMENTS.

ADJOURN.

Upcoming Meetings: April 26,2021; May 10,2021; June 14, 2021; July 12. 2021; August 9,2021.

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Board of Directors Special Meeting Minutes

Wednesday, March 17, 2021, 2:00 p.m.
Conference Room, 1751 N. Lake Ave units 106 & 107
Via ZOOM

Board Members Attending:

Chair Person Deborah Gibson; Vice Chair Sean Jurgens; Secretary Mcshan Walker; Treasurer and Trustee Scott Webermeier; Trustee Marie Cenac, Suzy Blackhurst, and Director Pat Murphy

Also Attending:

Abigail Huebner, Interim CEO
Kevin Benes CFO
Krystin Campion, Executive Admin Assistant
Josh Harms, Marketing Director

Press:

Tim Mosier

Public Guests:

Kara Franker
Kirby Hazelton
Jolene
Laurie Graves of Graves Consulting
Steve and Shai Fuhman

Meeting was called to order at 2:03 p.m.

PUBLIC COMMENT:

No Public Comment was made.

CHAIRPERSON'S MESSAGE:

1. Overview of Agenda

Chair Gibson gives a recap of the items on the Agenda.

2. Approve Agenda

Gibson asks for a motion to approve the Agenda. Trustee Webermeier moves and Trustee Cenac seconds this motion. With no further comments the Agenda is approved 6-0.

POLICY DEVELOPMENT:

1. Swear in Suzy Blackhurst as a Board Member

Gibson asks that Suzy Blackhurst read the oath to be sworn in. She does so and is officially sworn in as a member of the Board of Directors for Visit Estes Park. Gibson welcomes Director Blackhurst to the Board. Gibson passes the meeting off to Laurie Graves to handle the next Agenda item.

2. Conduct Finalist CEO Interview of Kara Franker

Graves starts by thanking the Board for the opportunity to work with them. She then introduces Kara Franker as the finalist for the CEO position. Graves sets the expectations for a Q and A session with her and Kara and then Board members can ask additional questions. Graves also asks that each Board member introduce themselves briefly to Kara as she has not met all of them. All seven Board members go around giving an introduction of themselves and their roles with VEP (Visit Estes Park).

After introductions are concluded Graves starts with a Q and A session with Franker. Graves first question is

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asking if Franker can please tell us about her background and what she feels like makes her the strongest candidate for the position? Franker answers with the start of her career as a practicing attorney. She was also an NFL cheerleader. Once she graduated with her law degree, she moved to Florida and became a State Attorney with the domestic violence division. While doing this work, she started using her journalism degree and started writing about tourism events. She then fell into the marketing aspect of things. Due to running the content for Visit Miami and her other tourism writing business, she moved away from law and focused on tourism marketing. She was then approached by Visit Fort Lauderdale's CEO to apply for a role as the Senior Vice President of Marketing Communications. She has been in that role for over 2 years now. The thing she brings, that is unique for this CEO position, is that she is a lawyer and can put that to use for the District in many ways.

Graves next question is asking that if Franker was awarded this position, what would her 90–180-day integration plan look like? Franker states that she would try to be a sponge, getting to know staff, what they are doing, and all that they know. The next thing she would focus on is working with the Board members to know what works and what has not worked in the past. She would then, after spending time with the Staff and the Board, work on a listening tour of the key players in and with the Town.

Graves then asks Franker how she would be coming into the role with the Staff. Franker states that previously she has been in situations where a new leader has come in and steam rolled everyone. That is not at all the way she wants. She wants to come in and collaborate with the Staff on what is working and what is not working and offer her expertise on helping with the goals to be achieved. Franker would then bring future creative ideas. She wants people to come to work and love their job. Franker would help develop an impact statement if they don't already have one.

Graves asks Franker about the research that she has done on VEP and Estes Park and her thoughts on this. She has looked at the Operation Plan and looked at what VEP has been doing. One thing she found very interesting was that the dry market is actually very strong. She talks about having a balance of what Stakeholders need and what type of visitors are arriving, with a focus on the shoulder season and a higher value visitor. Franker states she would try to find the best opportunity of a high target going forward.

Graves asks Franker to speak to the change in location from Florida to a mountain community. Franker mentions that she has family in Colorado. She has been a frequent visitor to Estes Park. She sees the town as a tight-knit community, and she wants to be a part of that for herself and her family. She mentions seeing the "Go Fund Me" page for the Employees of Elkin Distillery and was impressed by the town rallying for these people and that sense of community.

Graves then opens the floor to the Board members to ask additional questions.

Trustee Webermeier asks about the change in climate and how that will affect her, and he is making sure she is aware of this change. He also asks about what challenges she foresees in this role. Franker expresses her concern for winning people over. She knows she has a lot to prove, but she loves the challenge of winning people over and, also, making sure that they are all working together as well.

Gibson asks about how she would handle coming into an already successful team and staff, what is an example of the best team leader she has worked with, and what made that leader exceptional? Franker mentions how in her existing role she came into a broken team, which was difficult to overcome, but now she has made that team rock stars. She loves the idea of having the existing teams at VEP take her in and to learn from them. Her current mentor is the best example of leadership she has had. He taught her to assess the problems and help everyone get excited about working together to solve these problems. He brought her from a baby leader to an adult leader through his mentoring.

Director Blackhurst asks the more management type of questions. The first question is about coming into the financials that were brought up back in 2018 at Visit Lauderdale and, while Franker was not present, she was present for the ramifications of these questionable financials that happened. So, what did Franker learn about this and how it will help with this role with VEP? Franker mentions the audit and how it was one of the best lessons she learned in budgeting and transparency. She learned that tourism marketing organizations have a duty of accounting for every penny that passes through the organization. She also learned to make sure that there is always tracking in place for this money. Blackhurst also asks Franker about having the difficult conversation with an employee that is needing questioning? Franker asks to speak very generally about addressing the solution with the person. Franker would hold people accountable, expecting them to do the right thing, and making sure that there is transparency as well. Blackhurst also asked her about creating agreements and sponsorships and things of that nature. Franker starts with making sure that these things are allowed within the by-laws and then negotiate terms where both parties are very clear on what needs to be

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done on both sides. Blackhurst then asks to hear her description of transparency and how to display this for government officials and for the community. Franker answers this question by following Destination International Guidelines, having a campaign with residents to show them how important the work the DMO is doing, and how the DMO is going after the high value clientele. She gives the elected officials the facts and the presentation of how what they are doing is impacting the community. She also would own up to mistakes or failures and not try and cover them up. She would be transparent and come up with fact and solutions to these failures.

Trustee Cenac asks Franker how she will be handling strong personalities with staff, Board, and the other two boards that VEP answers too? Franker mentions how important it is to let people have their time to speak their peace while being respectful to listening to them. She takes a listening approach and being open to others' opinions and not taking what people have to say so personally but takes it as business. Cenac asks about how the Budget should be following the Strategic Plan, but that does not always happen, so how do you address this type of situation? Franker mentions creating a segment for each section of the Budget and then making sure she stays within it. Another thing she does is create a growth plan for the next 5 years, looking forward, not just year to year. She would create a long- and short-term plan for the organization.

Blackhurst then asks Franker about her other 2 magazines that she runs. If Franker gets this position, what will she be doing with these other two businesses? Franker expresses that she is open to either keeping them or having a conversation of some other solution. Blackhurst asks Franker about the transition of owning and running her own business to being an employee. Franker states that the transition was not that difficult for her as her current CEO gave her a lot of freedom.

Gibson asks if there are any questions of Board members that they have not had a chance to ask yet? Director Walker asks for an example of how she can get creative with thinking outside the box to not just fall into the tight reins of standard marketing but to do unique things within the guidelines given. Franker states how her current organization is a government entity within her county. This causes them to have strict policies and guidelines that go very deep and detailed. She has found that, by repositioning, she goes about the goal of this marketing campaign and can define how it falls into the rules and guidelines.

Webermeier asks how she would convert the marketing and speak to the layman people that are not marketing experts? She speaks to them on their level and breaks it down the same way she would think about it herself.

Graves then asks Franker if there is something, she wanted to say during this interview that she has not had the opportunity to say yet? Franker mentions what she likes to do for fun is stand up paddle boarding and how she is ready to eat some humble pie after trying to make a good impression with the Board. She also asks for clarification if VEP is a government agency or a nonprofit? Webermeier states that VEP answers to both Town and County as a LMD for the State of Colorado, so it is government.

EXECUTIVE SESSION:

Executive Session pursuant to §24-6-402(4)(e), C.R.S., to determine positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and instructing negotiators regarding the potential employment of a CEO.

Gibson asks for the motion to go into Executive Session, Webermeier moves for this motion and it is seconded by Vice Chair Jurgens. With no further discussion, the motion passes 7-0.

OPEN SESSION:

The Board returns to Open Session at 4:25 p.m. The people that were present in the Executive Session were: Chairperson Deborah Gibson; Vice Chair Sean Jurgens; Secretary Mcshan Walker; Treasurer and Trustee Scott Webermeier; Trustee Marie Cenac; Suzy Blackhurst; Director Pat Murphy; and Laurie Graves. Gibson states for the record, if any person who participated in the Executive Session believes that any substantial discussion of any matters, not included in the motion to go into the Executive Session, occurred during the Executive Session, or that any improper action occurred during the Executive Session in violation of the Open Meeting Law, he would ask that you state your concerns for the record. No comment is made.

Webermeier motions for the Board to allow the negotiations committee made up of Trustee Webermeier and Chair Gibson to move forward with negotiations with Miss Franker. This is seconded by Vice Jurgens and passes 7-0 across the Board.

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BOARD COMMENTS:

None

ADJOURN:

Meeting is adjourned at 4:31 p.m.

Upcoming Meetings: April 26,2021; May 10,2021; June 14, 2021; July 12. 2021; August 9,2021.

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Board of Directors Regular Meeting Minutes

Monday, March 22, 2021, 5:00 p.m.
Conference Room, 1751 N. Lake Ave units 106 & 107
Via ZOOM Meeting

Board Members Attending:

Chairperson Deborah Gibson, Director Pat Murphy, Trustee Scott Webermeier, Trustee Marie Cenac, Director Suzy Blackhurst, and Director Mcshan Walker

Also Attending:

Kevin Benes, CFO, Visit Estes Park
Krystin Campion, Executive Admin Assistant

Public:

Kara Franker

Meeting was called to order at 5:02 p.m.

PUBLIC COMMENT:

No public comment was made.

REPORTS:

1. Town Board Updates

CHAIRPERSON'S MESSAGE:

1. Overview of Agenda

Gave a recap of Agenda items listed.

2. Approved Agenda

Gibson asks for a motion to approve the Agenda. Trustee Webermeier moves and Director Walker seconds. This passes 6-0.

CONSENT AGENDA:

1. Approval of minutes from the February 22, 2021 Regular Meeting and March 8, 2021 Regular Meeting.

Chair Gibson asks for a motion to approve the consent agenda. Director Blackhurst requested a few amendments to the previous meeting minutes, such as the word "fund" being changed to funds, correction of a typo of "where" to were and the addition of the correct title added to Vice Chair Jurgens. Webermeier moves for the amendments to the minutes. Trustee Cenac seconds the motion, and it passes 5-0 with Director Blackhurst abstaining from voting as she was not present for these meetings.

PROGRAM REVIEW:

1. Operational Updates

Benes starts by stating that this is a new way of reporting the numbers we are looking at: "Heads in the beds in January 2021." This will be the way of reporting going forward. We saw a growth of 33%. Things to note are that January did not see some of the normal expenses that would have been because of not doing the 2020 Visitor Guide. Another item to have attention is the money given into the EDC as a stakeholder. VEP always

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front loads this in the month of January. Account receivables decreased 8%. This is a normal decrease we see as people pay monthly instead of a lump sum. He recaps the lodging numbers. Future lodging is up but he mentions that we will likely see the COVID surge. Webermeier requested that line label economic development be changed to EDC just so it is clear where that money is going and not confused with something else. Benes requested at his meeting with Webermeier, later in the week, that they discuss changing some of the other labels that make more sense and offer more clarity. Webermeier agrees to have this discussion at their one-on-one meeting. They will bring these changes to the full Board so all are aware. Benes requested that he meet with the Board Treasurer before presenting to the Board, but minus the state tax, as that comes in later in the month. Trustee Webermeier, who is the Board Treasurer, agrees to this meeting regularly with this new way of reporting, but states the reports are behind 90 plus days.

EXECUTIVE SESSION:

Executive Session pursuant to §24-6-402(4)(e), C.R.S., to determine positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and instructing negotiators regarding the potential employment of a CEO.

Gibson asks for the motion to go into the cited Executive Session. Director Blackhurst moves and Director Walker seconds the motion. With no further discussion, votes are taken, and the motion passes 6-0. The Executives session started at 5:23 p.m.

OPEN SESSION:

The Board returned at 6:25 p.m. The participants in the Executive Session were Chairperson Deborah Gibson, Director Pat Murphy, Trustee Scott Webermeier, Trustee Marie Cenac, Director Suzy Blackhurst, and Director Mcshan Walker. Gibson also states, for the record, if any person who participated in the Executive Session believes that any substantial discussion of any matters not included in the motion to go into the Executive Session occurred during the Executive Session, or that any improper action occurred during the Executive Session in violation of the Open Meeting Law, he would ask that you state your concerns for the record. No comment is made. Trustee Cenac did not rejoin the open session.

BOARD ACTION:

Webermeier moves for Chair Gibson and Trustee Webermeier to continue with negotiations for the CEO position. Director Walker seconds the motion and after no further discussion the motion passes 5-0 across the present Board members.

BOARD COMMENTS:

The Board discusses a voting order, in order to expedite the voting process.

ADJOURN:

Meeting adjourned at 6:29 p.m.

Upcoming Meetings: April 26,2021; May 10,2021; June 14, 2021; July 12. 2021; August 9,2021.

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Board of Directors Special Meeting Minutes

Monday, March 29, 2021, 2:00 p.m.
Conference Room, 1751 N. Lake Ave units 106 & 107
Via ZOOM– Link available on District website

Board Members Attending:

Chairperson Deborah Gibson, Vice Chair Sean Jurgens, Trustee Scott Webermeier, Trustee Marie Cenac, Director Pat Murphy, Director Suzy Blackhurst, and Director Mcshan Walker

Also Attending:

Kevin Benes, CFO, Visit Estes Park
Krystin Campion, Executive Admin Assistant

Public:

Kara Franker

PUBLIC COMMENT:

No public comment was made.

Meeting is called to order at 2:01 p.m.

CHAIRPERSON'S MESSAGE:

1. Overview of Agenda

Chair Gibson welcomes everyone to the meeting and gives a recap of the Agenda.

2. Approve Agenda

Gibson asks for a motion to approve the Agenda, Vice Chair Jurgens moves, and it is seconded by Director Murphy. The approval of the Agenda passes 6-0 across the Board. Trustee Webermeier was unable to vote due to technical difficulties.

EXECUTIVE SESSION:

Executive Session pursuant to §24-6-402(4)(e), C.R.S., to determine positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and instructing negotiators regarding the potential employment of a CEO.

Director Blackhurst moves that the Board go into Executive Session as cited. This is seconded by Director Murphy. The votes are taken in a roll call form, and motion passes 6-0. Trustee Webermeier was still having audio difficulties. The Executive Session started at 2:03 p.m.

OPEN SESSION:

The Board returned at 2:23 p.m., the participants in the Executive Session were Chairperson Deborah Gibson, Director Pat Murphy, Trustee Scott Webermeier, Trustee Marie Cenac, Director Suzy Blackhurst, and Director Mcshan Walker. Gibson also states for the record, if any person who participated in the Executive Session believes that any substantial discussion of any matters not included in the motion to go into the Executive Session occurred during the Executive Session, or that any improper action occurred during the Executive Session in violation of the Open Meeting Law, I would ask that you state your concerns for the record. No comment is made.

ACTION ITEM:

1. Consideration of CEO Contract

Trustee Webermeier moves that the Contract be extended to Kara Franker for her consideration. This is

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seconded by director Murphy. Votes are taken 7-0 to approve this motion of extending the contract to Kara Franker.

BOARD COMMENTS:

No other comments are made.

ADJOURN:

Meeting is adjourned at 2:26 p.m.

Upcoming Meetings: April 26,2021; May 10,2021; June 14, 2021; July 12. 2021; August 9,2021.

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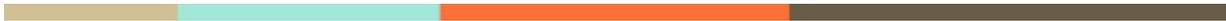
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To: Visit Estes Park Board Of Directors

From: Abi Huebner, Director of Stakeholder Services

Date: 04/12/2021

RE: Interim CEO Update



Interim CEO Updates

Verbal update will be given

Questions? Feedback?

Now is the time for all members of the Board to ask questions for anything that you don't understand or need clarification on. Now is also the appropriate time for feedback. Please use this time





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To: Visit Estes Park Board Of Directors
From: Rebecca Pena, Group Sales Manager
Date: April 12, 2021
RE: Group Sales Update

Group Sales Update

April 12, 2021

Team

Rebecca Pena, *Group Sales Manager*

DASHBOARD - March 2021

There were a total of 13 leads that came in for February that equated to 1485 requested room nights with an estimated economic value of \$255,630.

Leads by Market Segments:

Wedding - 3

Corporate - 1

Reunions - 2

Association - 1

SMERF - 6

Government - 0

I attended the Smart Meetings Virtual 1-Day Event and had a total of 15, 15 minute appointments which lead to 3 RFP's.



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To: Visit Estes Park Board Of Directors

From: Josh Harms, Director of Marketing

Date: 4/12/2021

RE: Marketing Update

BookDirect through 3/31/2021 (percentages compare YoY)

YTD



Month over Month

Mar '21 (percent compared to Mar '20)



Feb '21 (percent compared to Feb '20)



Estimated Booking Revenue - Calculated by multiplying the Estimated Average Booking Amount times Estimated bookings. Estimated average booking amount is calculated by taking the Average Daily Rate times the Average Length of Stay. Estimated bookings are calculated by multiplying our referrals times a (conservative) global conversion rate provided by BookDirect.

Total Searches - Total times a user creates a query into the BookDirect engine.

Total Referrals - Total times a user clicks the book direct, website, or more information button of specific partners, to be sent to their booking engine.

Avg. Advance Stay in Days - Average days in advance users are searching for.

Avg. Length of Stay in Days - Average length of stay users are searching for.



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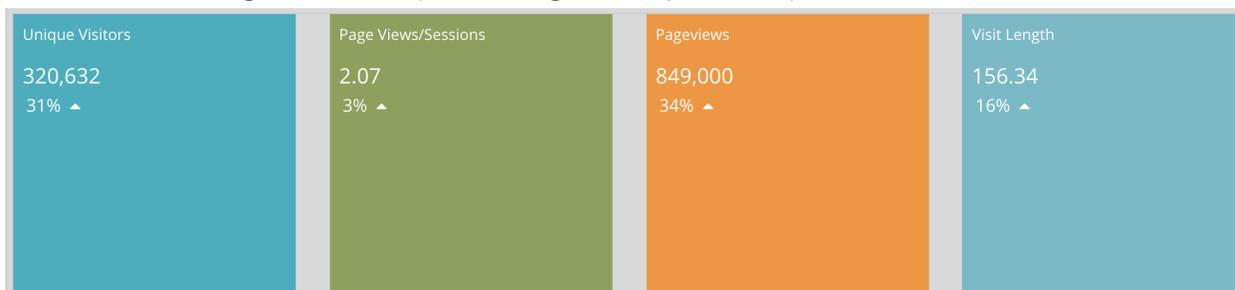
To: Visit Estes Park Board Of Directors

From: Josh Harms, Director of Marketing

Date: 4/12/2021

RE: Marketing Update

Web Traffic through 3/31/2021(Percentages compare YoY)



Unique Visitors - Individual users to visit VisitEstesPark.com

Pageviews/Session - Average number of pages a visitor views during a session on VisitEstesPark.com

Total Pageviews - Number of views to any VisitEstesPark.com pages

Visit Length (in Seconds) - Average number of seconds a visitor to the website spends on page(s) of VisitEstesPark.com



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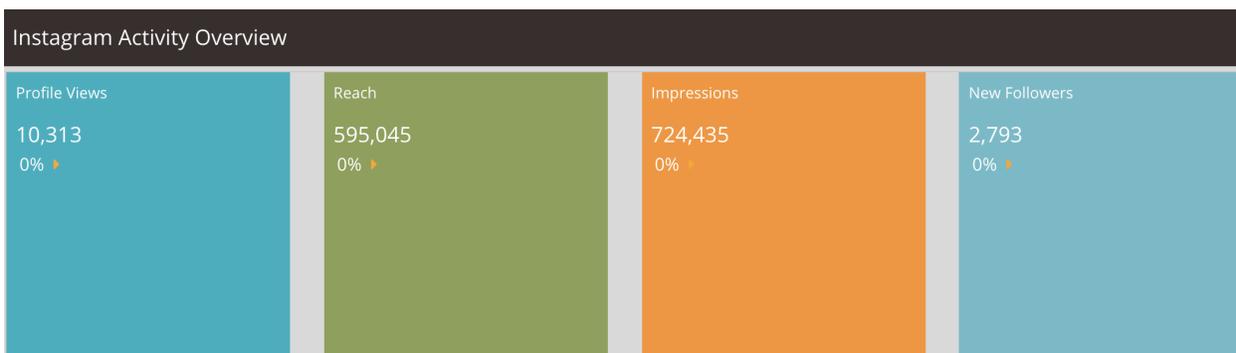
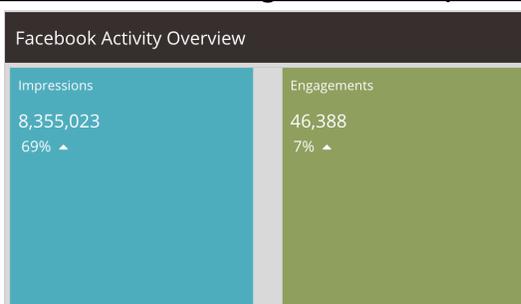
To: Visit Estes Park Board Of Directors

From: Josh Harms, Director of Marketing

Date: 4/12/2021

RE: Marketing Update

Social Media through 3/31/2021 (Percentages compared YoY)



Impressions - Total number of times our posts have been viewed

Reach - Number of unique users to see activity from our account

Profile Views - Number of times users visit the account's profile, which includes links, featured stories, and a collection of all posts

New Followers - Number of unique users who followed the account in the time period (YTD)

Note: Instagram tracking started in September '20, due to their restrictions, we won't have year-over-year data until September '21



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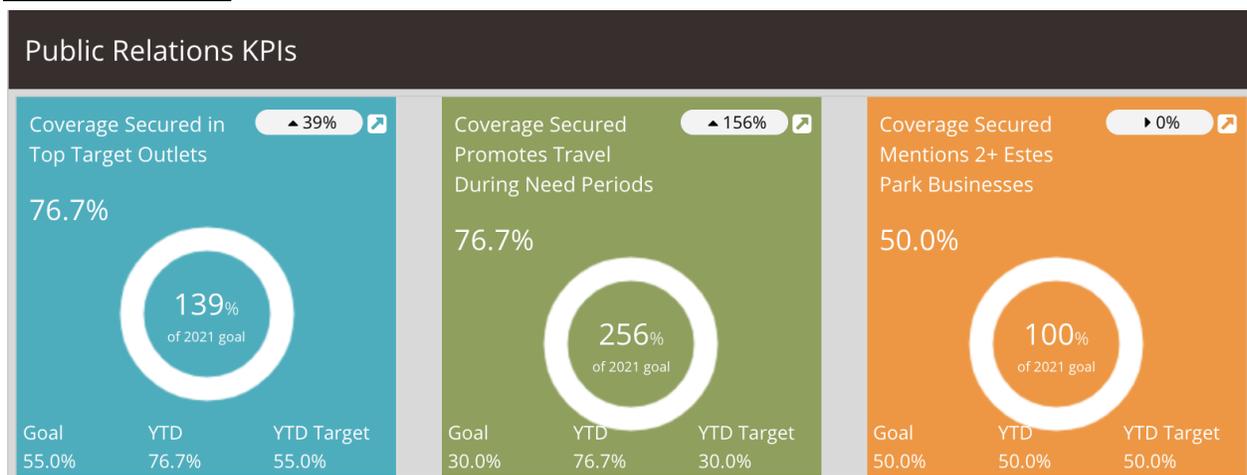
To: Visit Estes Park Board Of Directors

From: Josh Harms, Director of Marketing

Date: 4/12/2021

RE: Marketing Update

Public Relations



Coverage Secured in Top Target Outlets - Increase destination recognition for Estes Park within key consumer demographics by consistently securing quality coverage in top, targeted outlets to maximize exposure.

Coverage Secured Promotes Travel During Need Periods - Earn coverage for the destination that inspires visitation during times that aren't as popular (winter and spring)

Coverage Secured Mentions 2+ Estes Park Businesses - At least 50 percent of all articles published include mention of two or more Visit Estes Park partners for an all-encompassing destination story.



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To: Visit Estes Park Board Of Directors

From: Josh Harms, Director of Marketing

Date: 4/12/2021

RE: Marketing Update

Breakdown, by audience of the winter media buy and winter coverage earned via PR efforts.

Winter Media Buy				
Media	Demo	Messaging	Spend (\$)	% total media spend
Facebook	Interest based (Hiking, biking, climbing, trails, bird watching and outdoor travel), geo (Denver metro, Ft.Collins, CO Springs) prospecting, 21+	Deals, blogs, video, AiR	\$ 26,593.00	15%
	Owned (site visitors, social engagers) & lookalike		\$ 19,257.00	11%
Google Search	national, general prospecting	n/a	\$ 10,000.00	6%
Influencer	family, interest based prospecting, relative to influencer (i.e. fishing, family outdoors, location)	curated content/directly sourced	\$ 20,000.00	11%
SKI	core ski prospecting, national, 66%M/34%F, 18-34 41%, 35-44 23%, 45+ 36%	backcountry/ski	\$ 12,000.00	7%
Outside 5280*	general outdoor geo (CO,NE,WY,KS) prospecting, 60%M/40%F, median age 42	winter hikes	\$ 15,000.00	8%
	CO prospecting, magazine: 37%/63%F, avg. age 49, digital: 48%M, 52%F (higher for social), 25-44 avg. age	work/school remote	\$ 23,450.00	13%
CO Parent**	CO family prospecting, 29% 21-34, 39% 35-44, 24% 45-54, 8% 55+, social: 90%F/10%M	work/school remote, spring break	\$ 7,050.00	4%
Comcast	CO general prospecting - Targeting households likely to have families and with a higher likelihood of travel	video - TV Ad Spot	\$ 30,000.00	17%
Outfront (OOH)	Denver Metro/ski traffic prospecting/ outdoor traffic heading to the mountains on I70	billboard	\$ 16,550.00	9%
Winter Total			\$ 179,900.00	100%

Winter Earned Media (PR) Key Placements		
Outlet	Audience	Headline
Conde Nast Traveler	Targets a national audience of experienced, discerning and frequent travelers.	7 National Parks That Are Even Better in Winter
New York Times Online	Targets a wide national and international audience across all demographics. Readers are primarily in the 18-29 and 20-59 age groups.	Stay Healthy When Exercising Outdoors
Wall Street Journal Online	Targets a wide national and international audience across all demographics. Readers are primarily in the 30-49 age group.	Backcountry Skiing: A Beginner's Guide to the Sport of Covid Winter
Outside Online	Targets a national audience that is young, educated, active and affluent.	7 Tranquil Airbnbs Near Winter-Friendly National Parks