



Visit Estes Park
The Destination
Marketing Organization
VisitEstesPark.com

Board of Directors Special Meeting Agenda

**Tuesday, September 15, 2020, 6:00
p.m. Conference Room, 1751 Nor Lake Ave
Via Go To Meeting**

PUBLIC COMMENT.

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

CHAIRPERSON'S MESSAGE.

1. Overview of Agenda
2. Approve Agenda

PRESIDENT & CEO.

1. Present 2021 Operating Plan Draft

PROGRAM REVIEW.

1. Review 2021 Operating Plan

POLICY DEVELOPMENT.

1. Approve 2021 Operating Plan

CONSENT AGENDA.

None

EXECUTIVE SESSION.

1. Executive Session for purposes of discussing personnel matters related to Eric Lund pursuant to Section 24-6-402(4)(f), C.R.S.

BOARD COMMENTS.

ADJOURN.

Upcoming Meetings: October 6, 2020; November 3, 2020, December 1 , 2020

Visit Estes Park

NOTE: Visit Estes Park reserves the right to consider other appropriate items not available at the time the agenda was prepared.
All board meetings are recorded per state regulation.



2021 Visit Estes Park “Draft”

OPERATING PLAN





Visit Estes Park 2021 Draft Operating Plan

This is a 2021 Draft Operation Plan for use of public dollars for a statutory district, the Visit Estes Park Local Marketing District, DBA Visit Estes Park (VEP). It is a high-level view of goals, key objectives, potential strategies and metrics to measure successful outcomes. It provides general direction and accountability for the upcoming fiscal year through the Budget Variance section. This plan is required to be completed and approved according to statutory deadlines.

VEP Mission

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

VEP Vision

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

We would like to take a moment to thank the Visit Estes Park Team and Board of Directors for assisting in the creation of the new 2021 Operating Plan as they all contributed to and considered how best to approach this plan, to continually improve Visit Estes Park and support the VEP mission.



2021 Visit Estes Park “Draft”

OPERATING PLAN

Executive Summary:

We are pleased to present you with our 2021 “Draft” Operating Plan. Visit Estes Park is a Destination Marketing Organization (DMO) and lodging tax district, dedicated to driving sustainable year-round economic growth through effective marketing to encourage visitor demand in Estes Park and the surrounding region. We strive to drive sustainable year-round tourism and offer high-quality experiences for our guests while continually improving the quality of life for our community in a responsible and safe manner.

Due to the Covid-19 Pandemic, careful consideration for budget forecasts have been applied to this plan as budgeting during these challenging times of the fluctuating demand can make accurate forecasting very challenging. This plan was approached with supporting our local businesses as the first and foremost concern but also with the objective to build back VEP reserves during the next two to three years. This is a challenge the Visit Estes Park Team has worked carefully to solve and represents the true commitment of everyone on the team to reduce costs where it makes sense but to also keep in mind our business community and support them as much as possible. The commitment by VEP is to also maintain an innovative and smart marketing effort that will continue to improve visitor demand to support our stakeholder businesses and will benefit the community in a responsible manner with consideration of the impacts and safety measures we help to communicate during the Covid-19 Pandemic, fires and other natural disasters.

The 2021 Draft Operating Plan supports the Visit Estes Park Mission by defining who we are and where we are going. It includes our primary goals, objectives and outcomes. Also included are the primary team initiatives and primary variances to budget for 2021. Our entire board and team at Visit Estes Park are extremely dedicated and committed to the success of everyone in the Estes Valley Marketing Tax District. The achievements thus far, validated by all key performance indicators, creates a momentum that we will continually improve upon; VEP will continue to invest in the most professional and qualified staff combined with the help and support of our Agencies, and local business partnerships to grow a healthy and sustainable year-round visitor economy. We will continue to focus on continually improving our marketing efforts and encouraging engagement with all of our community partners and residents.

We welcome your feedback regarding the 2021 Visit Estes Park Draft Operating Plan.

Eric J Lund
President & CEO
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Let's explore these ideas

Colorado's Original Playground

This is the tagline that has been developed to better enforce that the best of Colorado exists in its purest form in Estes Park and that since our earliest days, the Estes area has been a premier and authentic source of leisure, recreation, and adventure.

Sustainable Tourism

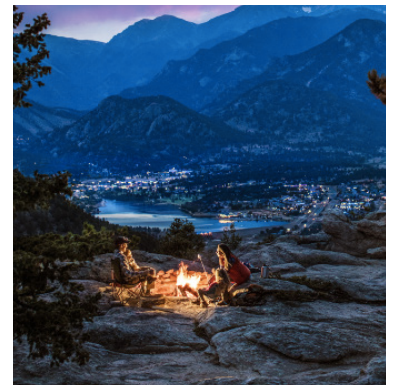
We want to be mindful of the longevity of the good living that we promote. The Covid-19 Pandemic has raised substantial challenges for visitor demand and support of local businesses related to tourism, this is about quality of life for our families, friends, residents and our guests, in everything we do. We want to make sure that we're headed toward year-round sustainability and viability for our stakeholders. We seek to create a more educated guest, pursuing adventures that are best for them and with the least impact upon our local natural resources, all while striving to maintain the unique character of what it means to live in Estes Park in a safe and appropriate way as we navigate through the Covid-19 Pandemic.

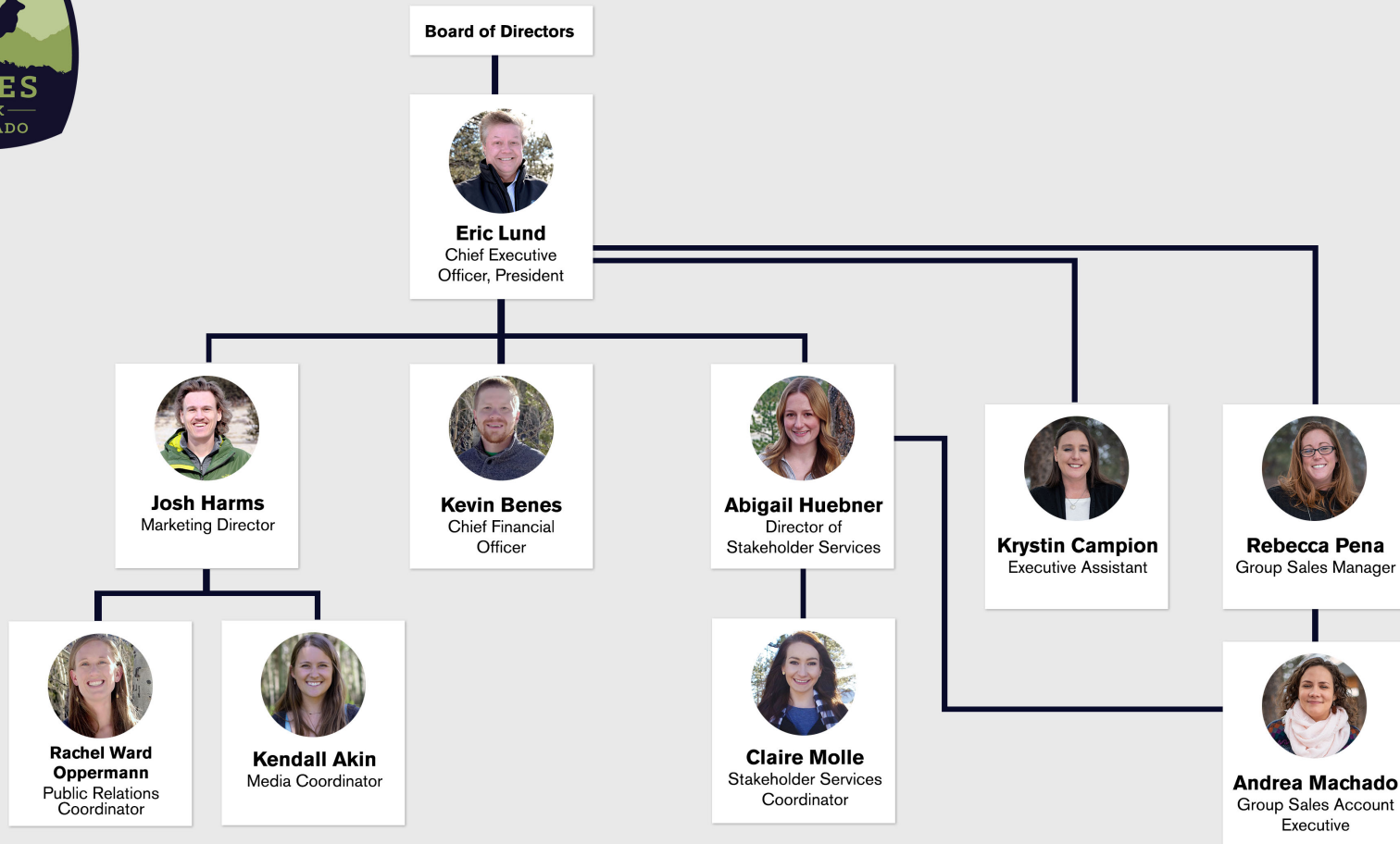
Positive & Memorable Experiences

Visit Estes Park has done an effective job of creating positive, memorable experiences over the years, and it's imperative to continue to emphasize the value of our destination to both visitors and residents alike. But we need to do a better job of directing that idea by enabling higher quality visitation by attracting quality visitors who respect and appreciate the destination. What this means on the ground level is crafting messages regarding year-round marketing to be less about "get here" and more about "how to plan ahead and have a safe and fun experience". How to find uncrowded, lesser-known activities and "leave no trace behind". To experience a "kind" place to visit. How to plan a trip timed for smaller crowds, better deals, and secure in the fact that Estes Park is a safe and wonderful destination to visit during this time of Covid-19. Also to feature personal stories about our awesome outdoor activities, our local visitor destinations and our mountain town way of life

Target Leisure Audiences

- Drive overnight market looking for safe heritage destinations
- Families with children learning remotely
- Professionals working remotely looking for safe extended stays
- Outdoorsy Urbanites
- Empty Nesters looking for a safe heritage destination
- Colorado and States that represent major drive markets





The Colorado Tourism Office suggests that aligning with a more adventure-seeking, outdoor-loving audience is where real long-term growth potential lies. We agree, the outdoor recreation industry is a powerful force in the overall U.S. economy, with consumers spending \$887 billion annually on outdoor recreation and creating 7.6 million American jobs, and included in the top reasons folks visit Estes Park, they are outdoor related. The key is to do this responsibly and inspirationally during the Covid-19 pandemic.

According to the CTO

“COLORADO SETS VISITOR SPENDING RECORD IN 2019, BUT CHALLENGES AHEAD”

- In 2019, Colorado welcomed a combined total of 86.9 million overnight and day visitors, up 2 percent from 2018. These included a record 39.0 million overnight visitors, up 3 percent from 37.8 million in 2018.
- In 2019, Colorado's discretionary leisure traveler spent an average of \$516 per person per trip, compared with \$372 nationally.
- The average length of a Colorado vacation trip fell from 5.0 nights in 2018 to 4.8 nights in 2019, still well above the typical U.S. leisure trip of 3.8 nights. Travel spending also directly supported a record-high 181,200 jobs, up 3.1 percent from 2018 and well above the national average increase of 1.1 percent.
- Colorado travelers spent \$4.996 billion last year on lodging, generating \$574.8 million in state and local taxes, up 9.2 percent from 2018. For 2020, however, Oxford Economics currently projects that Colorado lodging taxes will decline by \$253 million.
- The tourism industry has been hard hit by the Coronavirus in second quarter of 2020 but is experiencing a steady rebound in the third quarter of 2020 and this should continue into 2021.

Visit Estes Park Primary Goals

1. Create a stronger year-round leisure market
2. Improve group marketing
3. Support stakeholder and community engagement
4. Promote the Estes Park “experience” and our safe destination in national markets

“Overall, it was a great year in 2018. As far as sustainable tourism goes, it sounds like Estes Park is right in line with the CTO's initiatives of educating both locals and visitors on protecting our natural resources!”
-CTO office

Marketing Program Overview

Goal #1

Create a stronger year-round leisure market

Goal #4

Promote the Estes Park “experience” and our safe destination in national markets

- A** Supported by a dedicated marketing team of three people
- B** Create stronger leisure market visitor demand through innovative year-round marketing programs
- C** Dedicate more resources to Video for storytelling on VEP website and social media channels
- D** Target overnight stay, drive travelers and balance demand with marketing to improve and maximize ROI
- E** Utilize social media platforms and influencer's to communicate memorable Estes Park “experiences”
- F** Leverage marketing budget with collaborative opportunities where they are in alignment with VEP marketing
- G** Digital, Continue our trend into a digital-centric plan with a hyper- analytic approach to ROI
- H** Content partnerships: Target meaningful, national and international media outlets to create custom editorial to support key messaging
- I** Elevate our own brand approach: Be our own media house regarding production where possible
- J** Work with CTO to leverage available grant programs to extend marketing reach to key national markets
- K** Reinforce the Estes Park Brand and build upon successes in community brand development
- L** Support marketing and promotion of local events that help to build overnight demand to Estes Park marketing district

All to: Continue the evolution of local storytelling, building on brand success, being flexible with budget to respond to major external pressures, as we recover from the impacts of Covid-19

How we will measure success: Total Search Impressions, Organic Sessions, Paid Clicks, Time on Site, Website Users, Booking Referrals, Book Direct Data, PR Data

Group Sales & Marketing Program

Goal #2

Improve group marketing

- A** Support marketing efforts of 1.25 staff positions dedicated to Group Sales
- B** Improve RFP process to generate increased leads generating increased room nights and revenue
- C** Continue stakeholder Group Sales Committee to build upon group tradeshow and outreach efforts
- D** Support stakeholder cooperative opportunities that help to offset cost of marketing
- E** Adjust group marketing budget for 2021 and target the most effective audiences for the maximum ROI
- F** Develop new marketing materials dedicated to support group sales efforts (Printed and digital)
- G** Adjust trade show schedule, continue to improve RFP's, target weddings and social groups
- H** Support leads for local group business destinations and collaborate to improve effectiveness

How we will measure success:

Number of total leads generated, number of total rooms generated, Economic value of group bookings, Lead Prediction (Off season vs. Prime demand periods)

Stakeholder Services Program

Goal #3

Promote stakeholder and community engagement.

- A** 2.75 Staff dedicated to support Stakeholder Services, our local business community
- B** Continue improvement and training for stakeholder businesses to take advantage of VEP marketing opportunities, including free programs that supports local tourism businesses
- C** Improve advertising sales programs: VEP official visitors guide, digital advertising and other programs
- D** Improve effectiveness for all stakeholders in their free Google Business Listings and Google Travel Pages
- E** Support local business marketing by returning to brochure distribution as the Visitor Center returns
- F** Provide added perceived value for stakeholders in their marketing by working with Visit Estes Park
- G** Communicate effectively to stakeholders marketing and advertising opportunities

How we'll measure success: Generated advertising revenues to enhance marketing capabilities aligning with 2021 budget, Listing click-throughs by account, Listing views by account, Total referrals by account, Total Stakeholder numbers of improvement in digital presence

Community Engagement Program

Goal #5

Promote stakeholder and community engagement

- A** Community outreach needs to be supported by the Board, CEO and Staff
- B** Communicate effective marketing program impacts and collaborative opportunities that support the community and helps us to compete in the tourism market
- C** Actively engage with the local community and foster an environment of cooperation and sharing of ideas and focus upon being effectively transparent to the community
- D** The Community must be and feel safe and understand the effective working relationship that VEP has with our partners as we support the community and the tourism market
- E** Continue to develop and reinforce Estes Park's brand and support brand engagement in the community
- F** Efforts to support and reinforce positive engagement with visitors should be done in a responsible, safe and memorable way that reinforces positive experiences
- G** Address the need for destination marketing in Estes Park for the benefit and well-being of every person
- H** Work with community members including the Chamber, EDC, Town, County, RMNP and other organizations to improve the quality of life to benefit our community and visitors

How we'll measure success: Survey the community for VEP tourism support & sentiment, Measure engagements with stakeholders and community members, Continue to collaborate with local partners, Attend community and business group meetings, Support local government and boards and be an integrated and valued part of the community, Communicate effectively the local stories that positively impact the community and reinforce the value of tourism marketing

Budget Variance Overview

The full 2021 budget will be included with the 2021 Operating Plan and the following is a view of the major highlights of variances looking at 2020 actuals with projections compared with the 2021 budget. All with the goal of supporting our local businesses in a responsible way while also rebuilding VEP reserves over a three year period of time.

Primary Income Variances

District Tax Fund Income

2020 Projected/Actuals	2021 Budget	Variance
\$1,496,201	\$2,050,000	\$553,799

When reviewing revenue growth as it relates to the 2% lodging tax, we considered the likely recovery scenario for growing income based upon past experience in 2020 with the pandemic impacts of Covid-19.

The VEP Board made the recommendation to be conservative on future growth as we are coming off of a very impacted year and we have a substantial concern about future visitor demand due to Covid-19 impacts that will carry over into visitor demand for 2021.

The staff has reviewed actual and projected revenues through 2020 and believes that 2021 budget numbers are reasonable and likely to be accurate if there is not another major impact to the Economy similar to the Covid-19 shutdown in 2020 and that we will likely be in a recovery for the year in 2021. We still do not anticipate a full recovery in 2021 and therefore have forecast lower lodging revenues as compared with past years actuals in 2018 and 2019 which were about \$300,000 higher.

Visitor Guide Sales - Stakeholders

2020 Projected/Actuals	2021 Budget	Variance
\$0 (Timing)	\$180,000	\$180,000

This is the line item is where we record our likely sales related to advertising in the Official Visitors Guide produced by Visit Estes Park. We are improving the way we produce and distribute this guide to be more effective and more supply on demand oriented. We also publish a digital version of the guide for visitors. We are anticipating lighter demand for sales as businesses begin to recover and therefore are taking a more conservative approach to estimating revenue. We did not produce a new guide in 2020 thus \$0 in actual sales and also had the offset of \$0 cost to production, in a normal year sales budget would be approximately \$280,000 so we are \$100,000 less than the 2020 budgeted amount.

Other Ad Sales - Stakeholders

2020 Projected/Actuals	2021 Budget	Variance
\$383,634	\$450,000	\$66,366

Other advertising sales are also forecast to be impacted by the recovery of businesses during the Covid-19 pandemic and therefore we are projecting lower demand for advertising in 2021. We believe the market will recover but are taking a conservative approach to the total advertising sales we expect for 2021. The Budget for 2020 was \$602,000 and this budget would be \$152,000 less than a normal year budget.

Primary Expense Variances

Personnel

2020 Projected/Actuals	2021 Budget	Variance
\$1,081,000	\$1,100,000	\$19,000

The Personnel budget was reduced in early 2020 and will continue to be held at a reduced level for 2021 with three fewer positions being filled. This is due to a reorganization of reducing from thirteen to the current team of ten at Visit Estes Park. We also were able to find efficiencies and personnel were willing to make adjustments to their job descriptions and take on more work. We believe that we will be able to operate very effectively with three fewer positions throughout the 2021 fiscal year. There is no plan to fill any further positions at Visit Estes Park into the future at this time and certainly not until we have fully recovered our reserves through 2023. The reduction in 2020 for total labor compared to budget was (\$132,000).

Marketing & Operations

2020 Projected/Actuals	2021 Budget	Variance
\$1,396,375	\$1,415,000	\$18,625

Marketing & Operations considers the high level view of combined expense line items including all marketing and is intended as an overall look at expense. The Budget for 2020 was \$2,172,500 and due to Covid-19 staff substantially reduced expenses to \$1,396,375 for a reduction from 2020 budget of (\$776,125) This was necessary due to much lower than normal Lodging Tax Revenues.

Group Marketing

2020 Projected/Actuals	2021 Budget	Variance
\$55,000	\$49,000	(\$6,000)

Group Marketing budget will be reduced as a result of continued lower than normal anticipated demand for 2021 and the focus will be on the wedding and social markets which represents our highest demand sectors and remains the strongest market sectors for 2020 and 2021. The budget for 2020 was \$110,000 so has been reduced compared with 2020 budget by (\$61,000)

Official Visitors Guide

2020 Projected/Actuals	2021 Budget	Variance
\$140,000	\$200,000	\$60,000

The Estes Park Official Visitors Guide will be published through a new vendor and will be distributed by the vendor in 2021 to improve coordination. The guide will also be published based upon a new production model for responding to demand levels rather than annual dates, and printed based upon that demand to avoid waste and improve distribution costs. No guide was produced in 2020 but distribution costs remained and it is anticipated that the costs to produce a new guide will take place in 2021 and should cost \$60,000 more to produce.

Other Expenses

Additional reductions in expenses have been made in many other line items of the budget to get to a full recovery of reserves by the end of 2023 as are shown in the full budget. Also a conservative approach to total income was forecast to be as realistic as possible. We believe this is a prudent and reasonable way to forecast the upcoming year's budget based upon historical results and taking into account the impacts of the Covid-19 pandemic and the likely business recovery in 2021.

Rent & Utilities

2020 Projected/Actuals	2021 Budget	Variance
\$75,000	\$36,000	(\$39,000)

Rent and utilities have been completely revamped during 2020 with a new office location for Visit Estes Park and far improved rental conditions. The workplace is also an improvement for staff, making it more convenient for teamwork combined with privacy. The new office location is \$39,000 less expensive than our previous location which will translate into annual savings for many years to come.

Executive Summary

We believe this is a responsible and carefully thought out budget and Operating Plan that represents a common sense approach to marketing Estes Park and will help to support our business community and assist our businesses in recovery in 2021. We also plan to rebuild our reduced reserves over time through 2023. The 2020 year end net results are likely to be a loss of (\$565,227) therefore we have built a budget designed to replenish reserves in 2021 by \$225,000 through reduction of expenses, with the goal of reserves being balanced by 2023.

We are experiencing very challenging times due to the Covid-19 pandemic and we are dedicated to supporting our business and community recovery. Of all industries, the tourism industry has been hit the hardest, however, we believe the Estes Park Lodging Marketing District is well positioned for attracting Leisure, and Group business in 2021. Estes Park is experiencing a healthy tourism recovery before other destination markets due to enhanced traditional and digital marketing. We will respond to the desire by visitors to get out into the great outdoors and to travel to a place that is within driving distance, a destination that is safe and is beautiful.

The marketing team is continually working to adjust our marketing to reach our target audiences and we will work to ensure that Estes Park remains competitive as compared with other destinations in rebuilding our tourism industry. We will continue to work closely with our agency and community partners to improve in a safe and responsible way, our marketing, visitor services and destination branding. Our top priority is to improve our local tourism industry and to support local businesses which will result in helping our friends, families and will directly benefit our community.

We are very optimistic with regard to the marketing programs we have deployed in 2020 and that have resulted in generating higher visitor demand during the summer season. We believe we have produced the desired response to our marketing efforts and it has resulted in improved visitor demand to save our communities summer. Results show that we have benefited better as a result of marketing as compared with most other destinations in Colorado during the 2020 summer recovery. We plan to continue to build upon that success through 2021.

Our dedicated staff of professionals will continue to work hard to market the Estes Park region in a responsible and innovative manner and we thank each of them for their service. Thank you also to our partners in the community, to our local governments and our volunteer Board of Directors for their ongoing and generous support.

Tourism represents approximately 80% of the business market in Estes Park and we are here to help support our community and to assist in keeping people safe. We are all in this together, and we look forward to working together collaboratively with you to see an improved 2021.

Eric Lund | President/CEO | Visit Estes Park

2021 Budget

	2020 Budget	2020 COVID adjustments	2020 Variance	2021 tentative budget	2020 COVID vs. 2021 Budget
Revenues					
District Lodging Tax	\$2,472,000.00	\$1,496,200.75	-\$975,799.25	\$2,050,000.00	\$553,799.25
Non-Tax Revenue: Official Visitor Guide	\$280,000.00		-\$280,000.00	\$180,000.00	\$180,000.00
Non-Tax Revenue: Stakeholder Services	\$602,000.00	\$383,634.21	-\$218,365.79	\$450,000.00	\$66,365.79
Subtotal Non-Tax Revenue	\$882,000.00	\$1,879,834.96	\$997,834.96	\$2,680,000.00	\$800,165.04
Town of Estes park Marketing Investment					
Larimer County Marketing Investment					
Larimer County Payment in Lieu of Tax (PILT)	\$5,412.66	\$5,412.66	\$0.00	\$0.00	-\$5,412.66
Subtotal Alternative Funding Sources	\$5,412.66	\$5,412.66	\$0.00	\$0.00	-\$5,412.66
Grants & Awards	\$25,000.00	\$25,000.00	\$0.00	\$40,000.00	\$15,000.00
Other Income	\$1,900.00	\$1,900.00	\$0.00	\$5,000.00	\$3,100.00
Total Revenues	\$3,386,312.66	\$1,912,147.62	-\$1,474,165.04	\$2,725,000.00	\$812,852.38
Expenses					
Personnel Services	\$1,213,000.00	\$1,081,000.00	-\$132,000.00	\$1,100,000.00	\$19,000.00
Marketing & Operations	\$2,172,500.00	\$1,396,375.00	-\$776,125.00	\$1,375,000.00	-\$21,375.00
Grants & Awards	\$25,000.00	\$25,000.00	\$0.00	\$40,000.00	\$15,000.00
Total Expenses	\$3,385,500.00	\$2,477,375.00	-\$908,125.00	\$2,515,000.00	\$37,625.00
Excess (Deficiency) of Revenues Over Expense	\$812.66	-\$565,227.38		\$210,000.00	
Increase (Decrease) in Fund Balance	\$812.66	-\$565,227.38		\$210,000.00	

	2020 budget	2020 COVID Adjusted	2020 Variance	2021 budget	2020 COVID vs. 2021 Budget
Personnel Services	\$ 1,213,000.00	\$1,081,000.00	\$ (132,000.00)	\$ 1,100,000.00	\$ 19,000.00
			\$ -		\$ -
Marketing & Operations			\$ -		\$ -
Special Advertising & Marketing - Grants	\$ 25,000.00	\$25,000.00	\$ -	\$ 40,000.00	\$ 15,000.00
Search Engine Optimization	\$ 24,000.00	\$24,000.00	\$ -	\$ 12,000.00	\$ (12,000.00)
Media Placement - Traditional	\$ 300,000.00	\$175,000.00	\$ (125,000.00)	\$ 275,000.00	\$ 100,000.00
Medial Placement - Digital	\$ 590,000.00	\$375,000.00	\$ (215,000.00)	\$ 259,000.00	\$ (116,000.00)
Media Planning & Buying	\$ 100,000.00	\$65,000.00	\$ (35,000.00)	\$ 60,000.00	\$ (5,000.00)
Creative Assets - Outside Fees	\$ 5,000.00	\$0.00	\$ (5,000.00)	\$ 5,000.00	\$ 5,000.00
Creative Assets- Agency Fees	\$ 5,000.00	\$0.00	\$ (5,000.00)	\$ 1,000.00	\$ 1,000.00
Creative Expenses	\$ -			\$ -	
Agency Planning and Management	\$ 140,000.00	\$99,000.00	\$ (41,000.00)	\$ 100,000.00	\$ 1,000.00
Advertising Contingency	\$ -			\$ -	
Group Sales & Group Marketing	\$ 110,000.00	\$55,000.00	\$ (55,000.00)	\$ 49,000.00	\$ (6,000.00)
International Promotion	\$ 14,500.00	\$500.00	\$ (14,000.00)	\$ -	
Research	\$ 50,000.00	\$30,000.00	\$ (20,000.00)	\$ 12,000.00	\$ (18,000.00)
Destination Product Development			\$ -		\$ -
Website	\$ 65,000.00	\$85,000.00	\$ 20,000.00	\$ 80,000.00	\$ (5,000.00)
Brand Strategy	\$ -	\$0.00		\$ -	
Trade Shows	\$ -	\$0.00		\$ -	
Economic Development	\$ 17,500.00	\$17,500.00	\$ -	\$ 10,000.00	\$ (7,500.00)
Audit	\$ 19,000.00	\$11,000.00	\$ (8,000.00)	\$ 13,500.00	\$ 2,500.00
Bookkeeping	\$ 2,500.00	\$4,500.00	\$ 2,000.00	\$ 4,000.00	\$ (500.00)
Contingencies - General Operations	\$ 2,500.00	\$0.00	\$ (2,500.00)	\$ 2,500.00	\$ 2,500.00
Payroll Processing & Human Resources	\$ 4,500.00	\$375.00	\$ (4,125.00)	\$ 4,500.00	\$ 4,125.00
Legal	\$ 20,000.00	\$5,000.00	\$ (15,000.00)	\$ 10,000.00	\$ 5,000.00
Office Supplies, Postage, Printing	\$ 22,000.00	\$22,000.00	\$ -	\$ 25,000.00	\$ 3,000.00
Office Equipment & Software	\$ 25,000.00	\$15,000.00	\$ (10,000.00)	\$ 20,000.00	\$ 5,000.00
Rent & Utilities	\$ 75,000.00	\$75,000.00	\$ -	\$ 36,000.00	\$ (39,000.00)
Insurance	\$ 15,000.00	\$15,000.00	\$ -	\$ 16,000.00	\$ 1,000.00
Cell Phone & Mileage	\$ 11,000.00	\$6,000.00	\$ (5,000.00)	\$ 9,000.00	\$ 3,000.00

Education & Conferences	\$ 49,000.00	\$7,000.00	\$ (42,000.00)	\$ 20,000.00	\$ 13,000.00
Information Technology Support	\$ 2,000.00	\$2,000.00	\$ -	\$ 2,000.00	\$ -
Meals & Incidentals	\$ 9,000.00	\$2,500.00	\$ (6,500.00)	\$ 5,500.00	\$ 3,000.00
Memberships	\$ 18,000.00	\$6,000.00	\$ (12,000.00)	\$ 10,000.00	\$ 4,000.00
Media Familiarization Tours	\$ 64,000.00	\$15,000.00	\$ (49,000.00)	\$ 20,000.00	\$ 5,000.00
Public Relations Firm	\$ 80,000.00	\$80,000.00	\$ -	\$ 80,000.00	\$ -
Public Relations Promotions	\$ 18,000.00	\$18,000.00	\$ -	\$ 10,000.00	\$ (8,000.00)
eMail Marketing	\$ 9,000.00	\$9,000.00	\$ -	\$ 9,000.00	\$ -
Social Media	\$ 7,500.00	\$7,500.00	\$ -	\$ 5,000.00	\$ (2,500.00)
Stakeholder Communications	\$ 10,000.00	\$4,500.00	\$ (5,500.00)	\$ 10,000.00	\$ 5,500.00
Marketing Data & Analytics Platform	\$ -			\$ -	
Official Visitor Guide	\$ 261,000.00	\$140,000.00	\$ (121,000.00)	\$ 200,000.00	\$ 60,000.00
Total Marketing & Operations Expense		\$1,396,375.00		\$ 1,415,000.00	\$ 18,625.00
Grand Total		\$2,477,375.00		\$ 2,515,000.00	\$ 37,625.00



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