

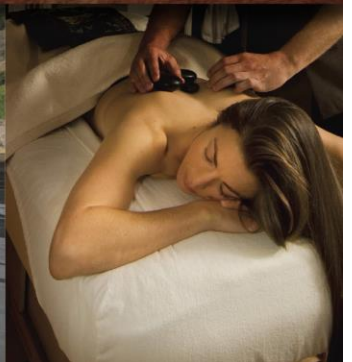


GLENWOOD  
SPRINGS

COLORADO

TOURISM PROMOTION MARKETING PLAN AND BUDGET

— 2017 —



**2017 Tourism Promotion Marketing Plan  
By Lisa Langer, VP of Tourism Marketing**

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*Note: Numbers in parenthesis correspond to related sections of the 2017 Budget*



## **Executive Summary 2017**

As communities grow, they evolve into more diverse hubs in which the economy can grow on many levels. In Glenwood Springs, our tourism or “visitor” business has grown to a level that is truly more of an economic driver than any other industry in town, save healthcare.

The work of a destination marketing organization is to promote the attractions and activities available in the community it represents. For Glenwood Springs, the chamber serves as vendor for the tourism marketing contract and operates a tourism department whose staff works in concert with the city’s appointed tourism promotion board. This board serves in an advisory capacity and reports directly to the Glenwood Springs city council.

2016 was the first year, since my arrival here in 2012, that more people applied than were available seats on the tourism promotion board. Twelve very qualified citizens applied for four open positions. In March, the new board, a mix of seasoned Glenwood Springs’ tourism business leaders and newcomers with fresh perspective, met in a planning session that flowed with 30,000 foot ideas. Listed below are a few of those high-flying ideas.

1. Increase Funding – the tourism promotion fund is derived from the accommodations tax on room nights within the city limits of Glenwood Springs. This pass-through tax was established in 1981 by a vote of the citizenry. It is currently at 2.5% and has been at that level since 2000. there has been a steady increase in accommodations tax receipts since the economy dipped in 2009, however, the static number of available rooms coupled with the steady increase in costs to advertise and increasing budgets of neighboring resort destinations makes it harder for Glenwood Springs’ tourism promotion budget to compete for market share.
2. Implement Research – it was noted that community visitors’ demographics have been expanding in the past several years. Accurate data allows for streamlined advertising and media placement. The tourism staff has been tasked with seeking proposals for implementing visitor studies as early as this Memorial Day.
3. Expand the Reach – remembering that neighboring resort communities have much larger promotional budgets, it is prudent to take a regional approach when marketing Glenwood Springs. By promoting the proximity and leveraging the visitation of neighboring communities, we play to our strengths as a great destination for a multitude of activities and attractions. In turn, we expose the drive market not only to the nearness to larger tourism hubs, but also to the excellent accommodations and amenities that exist here.

Twentieth century journalist, Herb Caen, got it right when he said, “A city is not gauged by its length and width, but by the broadness of its vision and the height of its dreams.”

## **The 2017 Proposed Marketing Plan**

The tourism promotion budget for 2017 has been set at **\$930,367 (1)**. This is an increase of \$36,757 over the base budget set for 2016. It is important to note that TPF reserve funds were requested throughout the year and added to the initial \$893,610 budget for special projects including: USFS funding for Hanging Lake staffing - \$22,000, 4<sup>th</sup> of July Fireworks - \$20,000, Grand Avenue Bridge Wayfinding Guides Program - \$36,000, AirSage Visitor Analysis and Research Study - \$57,500 and a Colorado Public Broadcasting 5-part series - \$25,000 for a total of \$160,500.

Non-Marketing/Advertising Expenses include visitor services at the 802 Grand Avenue Visitor Center. In 2015, in response to a request from the Glenwood Springs Chamber Resort Association, the Tourism Promotion Board approved an increase in Visitor Center Funding from 2014's \$75,947 to **\$100,000 (2)**. This amount remained the same for 2016 and following a report from the Chamber bookkeeper regarding expenses at the center, the tourism promotion board agreed to keep the funding at its current level for 2017. This amount also includes tourism promotion office space, overhead and supplies.

Support Costs include salaries, benefits and payroll taxes for both the VP of Tourism Marketing and Tourism Marketing Project Manager. Also included in the Support Costs section are bookkeeping services, which include bi-annual audits and annual budget reviews. Support Costs represent 30% of the total Tourism Promotion Budget for 2017.

### **The Working Marketing Budget proposed for 2017 is \$644,291 (3)**

The marketing budget must be somewhat pliable within the parameters of the overall budgeted amount. If opportunities arise within the budget year, the tourism staff may request reallocations through the Tourism Promotion Board and City Council. The following information summarizes each section of the budget and further explains proposed expenditures.

**Advertising – includes: Print, Online, Out-of-Home, Radio & Television, Media Creative – Graphic Design, photo and video production, Agency Related Fees and Commissions Budgeted at \$460,000 (4)**

**Xuma Communications** is contracted to manage, create and place advertising in close communication with the VP of Tourism Marketing. Xuma will manage all aspects of the allocated advertising budget including creative, production and media costs.

#### **I. Agency Responsibilities, Creative Development and Production Agency fees and production costs to be billed as a monthly retainer for \$10,000 per month.**

- Development of overall strategic and creative approach of 2017 marketing based on 2017 marketing goals and secondary research

- Development and presentation of strategy and creative
- Develop an overall strategy for media and final media plan
- Develop tactical creative components to support media plan
  - Production of all components (to be mutually agreed upon following approval of media plan), which may include but is not limited to:
    - Television
    - Out-of-Home
    - Online Video
    - Online Banners
    - Print
    - Radio
- Develop tactical creative components separate from paid media
  - Production of all components (to be mutually agreed upon following approval of plan), which may include but is not limited to:
    - Collateral (including but not limited to 2017 rack brochure)
    - Guerilla marketing efforts
- Plan and manage any photo or video shoots as needed
- Ensure all materials are in-line with tourism standards and Glenwood Springs goals for 2017
- General support of account, including travel, planning sessions, meetings and additional support as required by Glenwood Springs.

## **II. Media Strategy. Planning, Buying, Execution, Maintenance and Reporting Media costs and planning fees not to exceed \$270,000**

- Development and presentation of media objectives, and strategies by target audience and seasonality. This includes a review of all media types leading to a recommended media mix and spend level recommendation to achieve agreed upon goals
- Ensure all media strategies are in line with goals
- Strategic development of media plan
- Revisions to media plan based on client input
- Presentation of final media plan
- Media negotiations of rates, positioning, placement and value-added promotional opportunities
- Develop and establish metrics and measurement goals
- Review and analyze media spend to establish success measurements and metrics
- Optimization of all media to maximize effectiveness
- Periodic reporting on all media to ensure effectiveness and make any necessary recommendations
- Ensure that all media and promotions run as ordered; all necessary make goods are received
- Update flowcharts and budget reflecting actual media, spending and achievement of goals against spend

- Media plan and mix to be mutually agreed upon by Glenwood Springs, Thayer and Xuma Communications.

### **III. Fee Structure**

- All agency fees are payable monthly, due in full net 30 days, billed on the last day of each month.
- Agency fees will be billed at a rate of \$160/hour.
- Contract period: January 1, 2017 through December 31, 2017
- Total contract: \$390,000

**Blizzard Internet Marketing** is contracted to provide online marketing services in an effort to generate online traffic and revenue through the Jack Rabbit booking engine. Specific tasks are designed to increase ROI within the dictated monthly budget and with the Blizzard Project Manager working with tourism promotion staff of Glenwood Springs Chamber Resort Association (GSCRA).

GSCRA, on behalf of the City of Glenwood Springs tourism promotion, is contracted with Blizzard Internet Marketing to pay monthly payments of \$2,500 for a total of \$30,000 to market [www.VisitGlenwood.com](http://www.VisitGlenwood.com).

Paid Search Advertising in Google AdWords is managed by Blizzard Internet Marketing with an agreed upon \$1,500 monthly budget. Currently there are five campaigns running. This budget is separate from the Blizzard Marketing fees and placed directly on the tourism promotion credit card. Recommendations for sponsored advertising in other sources such as online directories will be provided by the Blizzard Team. Blizzard will provide suggestions to maintain building quality links to the website and evaluate renewing and new online directories.

Blizzard Internet Marketing employs teams of experts to conduct research and implement proven Search Engine Optimization & Marketing techniques. The Project Manager works closely with these expert teams to identify those services deemed as most critical to success and strategizes to develop services implementation. Please keep in mind that these services are based upon the availability of resources and budget and may be modified as we adapt to changes within the industry and budgetary constraints.

### **Service Definitions**

- Project Administration ~ Initial Budget Allocation & Timeline of Services with additional task recommendations. Management time to set up project, assign tasks, assure quality, monitor budget, and communicate with marketing experts regarding tasks.
- Consultation ~ Email/phone correspondence and training with Client, Webmaster and Vendors.
- Search Engine Optimization ~ SEO & Keyword research followed by website and content recommendations, on-page optimization, quarterly site audits including

broken Link review/update, XML Sitemap review and submission to Google, Structured Data Review/Update.

- Local Search Citation monitoring with submission recommendations.
- Paid Advertising ~ Google AdWords monthly maintenance including Ad copy, bid adjustments, ROI Reporting and performance analysis.
- Website Performance Analysis ~ Via Google Analytics, Search Console and Tag Manager will evaluate website traffic, behavior and conversions. Assessment of search engine appearance and performance of on-page optimization, website indexing and usability. Recommendations for increased performance will be provided.

### **PR, Media Communications, & Content Creation Plan 2017 Budgeted at \$40,000 (5)**

#### **Scope of Work**

- Resort Trends will serve as an independent contractor providing Public Relations, Media Communication, and Content Creation services.
- Work closely with GSCRA staff, Tourism Board, and other partners to continue implementation of the Glenwood Springs tourism public relations campaign. All work will meet the specifications of GSCRA's goals and objectives and complement the 2017 Tourism Marketing Plan.
- Primary goal is to encourage positive story placement about Glenwood Springs as a premier vacation destination.

#### **Client Representation \$2000/month = \$24,000**

- Pitch story ideas to key writers, editors and media who specialize in travel, tourism and hospitality industries and international news media journalists
- Target websites, blogs, magazines, newspapers, business publications, trade journals, tour/travel books/guides, television and radio
- Serve as liaison between media and the official GSCRA spokesperson
- Communicate with in-state tourism industry organizations (Colorado Tourism Office, Colorado Hotel & Lodging Association, Destination Colorado, Colorado Ski Country...)
- Respond to media leads provided by the Colorado Tourism Office, North American of Travel Journalists Association and the Tourism Industry of America
- Assist and respond to individual media seeking onsite visits
- Maintain and update online press kit with current information to include:
  - General description
  - Fact sheet
  - Top attractions
  - Story ideas/angles
  - History
  - Primary events
  - Groups and meetings
  - Stock copy
  - List of news features and accolades
  - Media contact information

- Select photos to be used for media purposes
- Manage and distribute HD video b-roll
- Monitor significant story placement
- Client meetings and correspondence

**Pitches/Blogs** \$900/month = \$10,800 plus Newswire subscription of \$40/month = \$480

- Three stories at 300-words each per month
- Determine pitch topics and distribution schedule
- Research and compose stories
- Post items to VisitGlenwood.com online Media Center and Newswire
- Post news to Resort Trends' Facebook, Twitter, LinkedIn and Google+ social media pages

**Press Releases** \$950 each x 2 = \$1900

- Determine appropriate topics
- Research and write news release and accompany with photos and/or video
- Distribute to media database using Newswire

**Media Events** \$2100

- Representation at CO Tourism Office hosted media receptions and industry conferences
- Cost includes registration fees and travel expenses

### **Fee Structure**

- Payable monthly, due in full net 30 days, billed on the first day of each month
- Contract period: January 1, 2017 through December 31, 2017
- Total contract: \$40,000
- Time allocation based upon \$100/hour. Additional time may be allocated depending upon the level of representation desired.
- Additional Expenses: GSCRA will assume cost of additional graphic design, production, printing, website modifications, travel, promotional gifts and media entertainment separately
- Mileage will be billed at Federal Government Reimbursement Rates, currently .54 per mile
- Estimated reimbursable general expenses: \$720

*Note: Work excluded from the scope of this contract but may be sub-contracted separately at a predetermined rate: writing or proofreading copy for advertisements, website, or brochures/collateral.*

### **Vacation Planner Printing and Distribution**

#### **Budgeted at \$37,250 (6)**

Glenwood Springs' tourism promotion produces a 32-page full color vacation and group planner for distribution and direct mail. In 2017, Xuma Communications will produce the piece. The printed piece is shipped and distributed as follows:

- Brochure Express – Montrose, Delta, Grand Junction



- Colorado Activities Center – I-70, Hwys. 285 & 24, N. & S. Front Range & DIA
- Certified Folder & Display – GJ, Durango, NE. CO Super Cities + web ads
- National Park Trips – inclusion in Rocky Mountain National Park mailings
- Vail Distribution – Eagle Airport plus 72 locations in Vail, Avon & Beaver Crk.
- Visit Denver – Distribution in Denver Visitor Center & DIA info booth (this is a service received through membership of Denver Metro Convention & Visitors Bureau).

Note: In 2016, excess in this line item was used to purchase an overrun of the city map and trails guide for USFS ranger distribution at the entrance to Hanging Lake's parking lot. This will be the plan for 2017, if there is money available.

#### **Hosting (Website, Video, Domains, Book Direct, etc.) Budgeted at \$24,666 (7)**

- Barberstock annual online hosting/management of photo and video library
- Website Hosting and support through Rack Space
- Website Monitoring monthly service
- Email for website leads through Sendgrid
- Domain Renewals & Hosting through GoDaddy.com
- Jack Rabbit Book Direct annual fee for hosting and service of lodging & attractions booking widgets on VisitGlenwood.com
- Constant Contact online program for email marketing/e-newsletters

#### **Internet Management Budgeted at \$10,000 (8)**

Although content management is now handled in-house and marketing of the website is contracted through Blizzard Internet, the development of the website in terms of programming design elements are handled by a third party. Building a site with high user engagement is the priority for 2017.

#### **Direct Mail and Fulfillment Budgeted at \$14,000 (9)**

Research shows that although there is an increase of vacation/group planning through internet, the majority of trip planners still like to have a hard copy of a destination's brochure before visiting. Traditionally, those people who request vacation planners tend to convert to actual visitors at a rate of 70%. This area of the 2017 budget addresses the direct fulfillment of such visitor requests. Most of the individual mailing leads are forwarded to Bulk Mail Pros, but requests are also handled in-house by visitor center staff. Tourism Promotion staff ships cases of vacation and group planners to welcome centers across Colorado and to tour operators both domestic and international.

#### **Trade Shows / Industry Specific Organizations & Education Budgeted at \$6,050 (10) and \$8,275 (11) respectively**

Trade Show representation and supplies:

- International Sportsman's Expo (Denver site)
- AAA Vacations Showcase (Mile High Stadium)
- Presentation and promotional items for shows, groups and media events

Industry Specific Organizations & Education:

- Rocky Mountain Lodging (RML) – monthly report

- DMAWest (formerly WACVB) – dues plus registration for conferences
- Institute for Organization Management – Tourism Project Manager tuition
- Colorado Association of Destination Marketing Organizations (CADMO)
- Colorado Tourism Conference – registration for two
- Denver Metro Convention and Visitors Bureau (DMCVB)
- Travel Industry Alliance of Colorado (TIAC) – dues + legislative reception sponsorship

**Group and International Marketing / Miscellaneous  
Budgeted at \$14,900 (12) and \$2,000 (13) respectively**

Group and International Marketing:

- Go West Summit – attendance at this western states marketplace for international tours/travelers
- CTO Familiarization Tours (FAMs) – hosting of tour operators and media
- IPW (International Sales Summit) – partner booth with Colorado Tourism Office - this is the largest international marketplace in the world
- Tour Colorado – co-op partnership for ABA and NTA (domestic group travel summits)
- Group Incentives – help with fee reimbursement, receptions, etc.

Miscellaneous costs include tourism marketing meetings and luncheons held by Chamber staff and office supplies not covered by GSCRA.

**Travel for Shows / Conferences / Meetings  
Budgeted at \$19,150 (14)**

Included in this area are the following expenses/reimbursements:

- Transportation - Air, Train, Bus
- Cell Phone reimbursement - partial monthly reimbursement for VP of Tourism Marketing and Tourism Marketing Project Manager
- Lodging – overnight stays for meetings, conferences, sales missions, etc.
- Meals – while on tourism business, meetings, conferences, sales missions
- Mileage – reimbursement for tourism related travel
- Other Travel – related fees including parking, tips, shuttles, cabs, bag fees, etc.

**Consultants  
Budgeted at \$8,000 (15)**

One of the primary duties of a destination marketing organization is to provide customer service training. For the past four years, professional speakers have been hired to educate and exhilarate frontline staff members and managers. Other costs in this area may include professional facilitation for tourism promotion board strategic planning or other consultant related expenses.

## **The Partners and History of Glenwood Springs Tourism**

### **Vision**

Be the preferred regional tourism destination.

### **Mission**

To promote regional activities, attractions & events to increase tourism spending in Glenwood Springs.

*Vision & Mission Statements identified at Strategic Planning Retreat Nov. 2010*

## **History of Glenwood Springs Tourism Promotion**

### **Tourism Promotion Fund creation in 1981**

The Tourism Promotion Fund was created by a Chamber-led initiative and approved by Glenwood Springs voters in 1981, to allow for an accommodations tax to be collected by lodges (and paid by consumers) to create a reliable, sustainable and appropriate funding mechanism for continued marketing of the primary industry in Glenwood Springs. Since that “bed tax” was instituted, the Chamber Resort Association has sought and gained voter approvals twice to not only renew the tax, but to increase it to its current level of 2.5%.

Initially this fund was administered through the City of Glenwood Springs government through a council appointed tourism commission. The commission hired an advertising agency, and the Chamber responded to visitor information requests and information, events for visitors, and public relations functions such as hosting travel writers. Another organization called Central Reservations dealt with hotel reservations. The process was fragmented and inefficient, and a more streamlined approach was undertaken in 1988.

### **Chamber Resort Association formed in 1988**

The Glenwood Springs Chamber Resort Association (GSCRA) was incorporated in 1988 and formed by a merge with the City of Glenwood Springs tourism commission, Central Reservations and the Glenwood Springs Chamber. Since that time, the GSCRA has managed the accommodations tax-based tourism promotion fund and executed its annual tourism marketing plan. The GSCRA was formed with the input and vision of the mayor, city manager, chamber leadership, hotels, and activities businesses in the community as an economic development initiative. The leaders recognized that tourism was the main industry in Glenwood Springs, and that there should be continuous investment to sustain and grow annual tourism business.

The purpose of the new Resort Association was to accomplish the following:

1. Organize area vacation products and services into one-stop-shopping for guests.
2. Combine community promotion and sales efforts for greater efficiency and more return on investment.
3. Create a broader funding base to generate more money for tourism promotion.
4. Insure the stability of funding through the creation of a mandatory funding structure.
5. Allocate these funds by a single budgetary process to maximize the return to area businesses.

### **Tourism Promotion Board and Staff Roles**

The Glenwood Springs Tourism Promotion Board is a committee of the City of Glenwood Springs Municipal Government, tasked to govern the Tourism Promotion Fund (TPF). In accordance with Resolution 2012-24, the TPF is derived from a 92.5% portion of accommodations tax receipts from September 1 through August 31 of the year prior to budget. Under current city legislation, the total collected accommodations tax funds are to be appropriated with 92.5 percent toward destination marketing services and programs and 7.5 percent toward support of tourism-related events as determined by the Financial Advisory Board (FAB). The ordinance also requires a marketing reserve fund balance at a desired level of 15 percent of prior year's collections (September 1 through August 31). As a committee of the City of Glenwood Springs, the Tourism Promotion Board must follow open meetings laws in noticing meetings with two or more members in attendance.

The Tourism Promotion Board determines policy, reviews the budget and expenditures, sets goals and establishes the overall focus to maximize return on investments with Glenwood Springs' tourism marketing dollars. Accountability, oversight and override authority is provided by the Glenwood Springs City Council. The over-arching goal of the Glenwood Springs Tourism Board and its role in the stewardship of the Tourism Promotion Fund is to grow tourism business for Glenwood Springs.

The nine-member Glenwood Springs Tourism Promotion Board is comprised of community and tourism stakeholders, appointed by the City of Glenwood Springs Council. Each Board member serves a three-year term. The Board generally meets the second Thursday of each month from 2:00 PM to 4:00 PM at Glenwood Springs City Hall. The selected firm or organization for the destination marketing contract is required to have a presence at each monthly meeting and other meetings as necessary. In close collaboration with the Tourism Board, the GSCRA Tourism Department develops, executes and reports on the annual marketing plan and budget and is accountable to the Glenwood Springs Tourism Promotion Board and City Council.

### **2017 Tourism Promotion Board members/affiliations**

- Trent Blizzard, Chair ~ Blizzard Press – *Citizen/Resident*
- Krissy Clary, Vice Chair ~ Colorado Ranch House – *Restaurant*
- Nancy Heard, Treasurer ~ Glenwood Caverns Adventure Park – *Tourism*
- Dorian Ciolek ~ Best Western Antlers – *Lodging*
- Troy Hawks ~ Sunlight Mountain Resort – *Citizen/Resident*
- Jeremy Gilley ~ Glenwood Hot Springs – *Lodging*
- Samantha Montgomery ~ PR Studio – *Citizen/Resident*
- Ken Murphy ~ Glenwood Adventure Company – *Tourism*
- Suzanne Stewart ~ GSCRA Board Representative

**Powers and Duties of the Tourism Promotion Board (GSMC 020.020.030[M]):**

**The powers and duties of the Tourism Promotion Board shall be:**

- (1) To investigate, study and report to the City Council: a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code, and b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.
- (2) To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and Commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.
- (3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.
- (4) To establish rules of procedure and order for the Board to follow.
- (5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s), deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report performance to City Council.
- (6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.

**Tourism Promotion Board: Amended by City Council January 7, 2015**

- a. Two (2) representatives from tourism related businesses located within the city;
- b. Two (2) representatives from lodging businesses located within the city;
- c. One (1) representative from restaurant or retail businesses located within city;
- d. One (1) representative from the Glenwood Springs Chamber Resort Association; and
- e. Three (3) citizens, at least two (2) who are residents of the city and that shall not have a direct financial interest in a business referenced in (a), (b) or (c) above and one (1) who is a resident that may have a financial interest in a business referenced in (a), (b) or (c) above.



**Staff Roles and Responsibilities:**

**Vice President of Tourism Marketing:** The Vice President of Tourism Marketing serves on the staff of the Glenwood Springs Chamber Resort Association. Through a collaborative approach, he/she works closely with the Glenwood Springs Tourism Promotion Board to produce and execute an annual marketing plan and corresponding budget to implement the board's strategies. Responsibilities include regular reporting on marketing initiatives, advertising placements and budget expenditures to provide transparency and board/community accountability.

**The Vice President of Tourism Marketing:**

Creates and manages the annual Tourism Promotion Fund budget, with approval by the chamber and tourism promotion boards and the City Council. Manages monthly Tourism Promotion Board meetings and scheduling. Monthly payables are generated by the VP of Tourism Marketing with oversight by GSCRA's bookkeeper, tourism promotion board treasurer and the City Finance Director. Regular reporting to City Council is encouraged.

- Generates ideas for new marketing campaigns and collaborates with tourism partners to participate in promotional offering.
- Works with contracted agencies/vendors to create ads and sales collateral, place media buys and provide online marketing strategies and solutions.
- Handles day-to-day operations and decision-making including: managing public relations and overseeing social media and content creation; coordinating with professional group tour operators and meeting planners.
- Attends appropriate travel and tourism tradeshow, sales missions and conferences.
- Assists with management of the Glenwood Springs Visitor Center.
- Manages and directs the Tourism Marketing Project Manager.

**The Tourism Marketing Project Manager:**

Serves on the staff of the Glenwood Springs Chamber Resort Association under the direct supervision of the Vice President of Tourism Marketing, duties include:

- Website content management using the Drupal platform and HTML code
- Social media management including Facebook, Twitter, Instagram, Google+, etc.
- Leads data management, culmination, dissemination for mail house fulfillment
- Monthly e-news to frontline employees (writing, creation, dissemination)
- Quarterly e-news to data base (both in-state and OOS)
- Google Analytics monitoring and reporting
- Coordination of website marketing through Blizzard Internet
- Attendance at monthly tourism promotion board meetings (transcribe minutes)
- Assistance for groups - responding to group and wedding leads
- Group tour and meetings follow-up (touching base after shows and/or meetings)
- Attendance at appropriate travel and tourism tradeshow and conferences
- monitoring and renewing web domains

Numbers in parenthesis correspond to related sections of 2017 Marketing Plan		2017 BUDGET	% ch ov '16
(1)	2017 TOTAL TPF BUDGET	\$ 930,367	<4
	NON-MARKETING/ADVERTISING EXPENSES	110,451	>1
(2)	Visitor Services/Operating Costs	100,000	0
	Interfund Cost of Service - City of Glenwood Springs	10,451	>13
	2017 TOTAL AVAILABLE TPF BUDGET	819,916	<4.6
	2017 BUDGET FOR SUPPORT COSTS	175,625	<1.8
	Marketing Director	78,795	<2
	Marketing Project Manager	57,783	<2
	Taxes & Benefits - Both Director and Project Mngr.	30,047	<2
	Bookkeeping (includes auditing services and tax preparation)	9,000	0
	2017 SUPPORT COSTS IN RELATION TO TOTAL TPF BUDGET	30%	0
	NOTE: Percentage does not include City interfund cost		
(3)	2017 WORKING TOURISM MARKETING BUDGET	\$ 644,291	<5
(4)	Advertising (Includes Print, Online, Billboards, Radio & Television)	460,000	<7
	Media Creative (Graphic Design, photos, video production)		
	Agency Related Fees & Commissions / inhouse online		
(5)	Public Relations & Media Management	40,000	0
(6)	Vacation Planner Printing/Distribution	37,250	<2
(7)	Hosting (Website, Video, Photos, Domains, Email, Booking Engine)	24,666	<23
(8)	Internet Management	10,000	<75
(9)	Direct Mail and Fulfillment	14,000	0
(10)	Trade Shows	6,050	>6
(11)	Industry Specific Organizations & Education	8,275	<15
(12)	Group and International Marketing	14,900	>50
(13)	Miscellaneous	2,000	<8
(14)	Travel for Shows / Conferences / Meetings	19,150	<11
(15)	Consultants	8,000	<25
	2017 TOTAL TOURISM MARKETING EXPENSE	\$ 644,291	<5