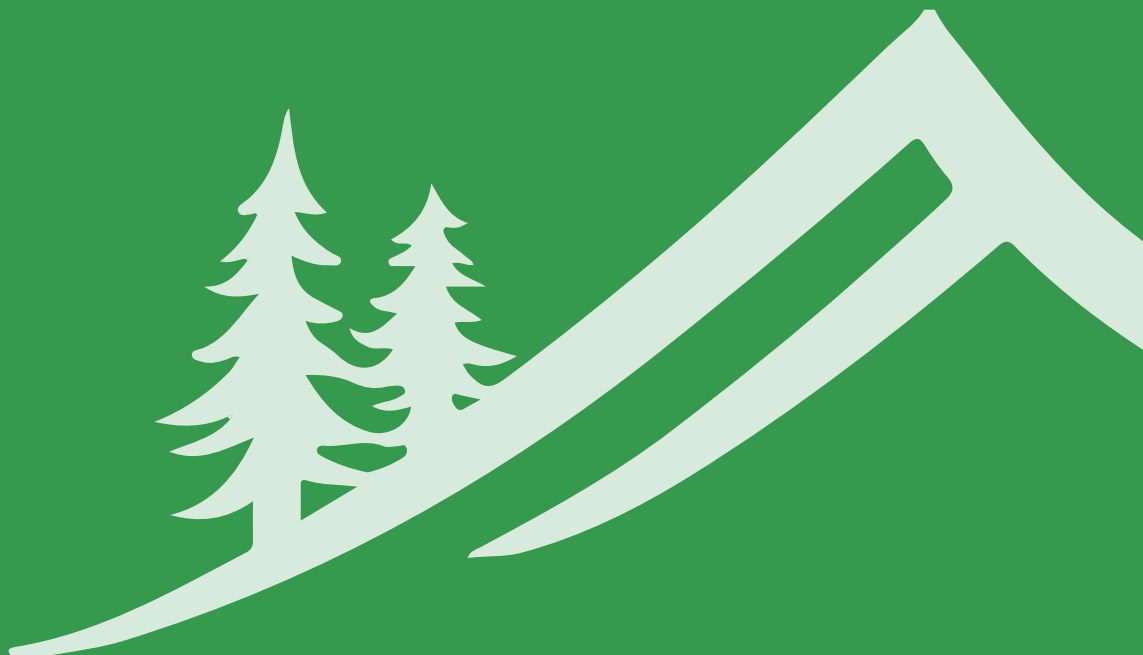


**PHASE 2**  
**Submittal for Town of Vail RFP**  
**for Management of Welcome Centers,**  
**Volunteer Community Host Program,**  
**and Guest Welcome Service Program**

**Colorado Activity Centers, Inc.**  
**Contact: Michael Campbell**  
**mcampbell@coloradoinfo.com | 970-390-4841**  
**www.coloradoinfo.com**

**July 28, 2016**





**COLORADO ACTIVITY CENTERS, INC.**

2121 N. Frontage Rd. West #237,  
Vail, Colorado 81657  
970-668-5259



Town of Vail

July 28, 2016

RE: Management of Town of Vail Welcome Centers, the Volunteer Community Host Program, and Guest Welcome Services Program - Phase 2

Town Manager's Office  
75 S. Frontage Rd.  
Vail, CO 81658  
ATTN: Vail Welcome Center Review Team

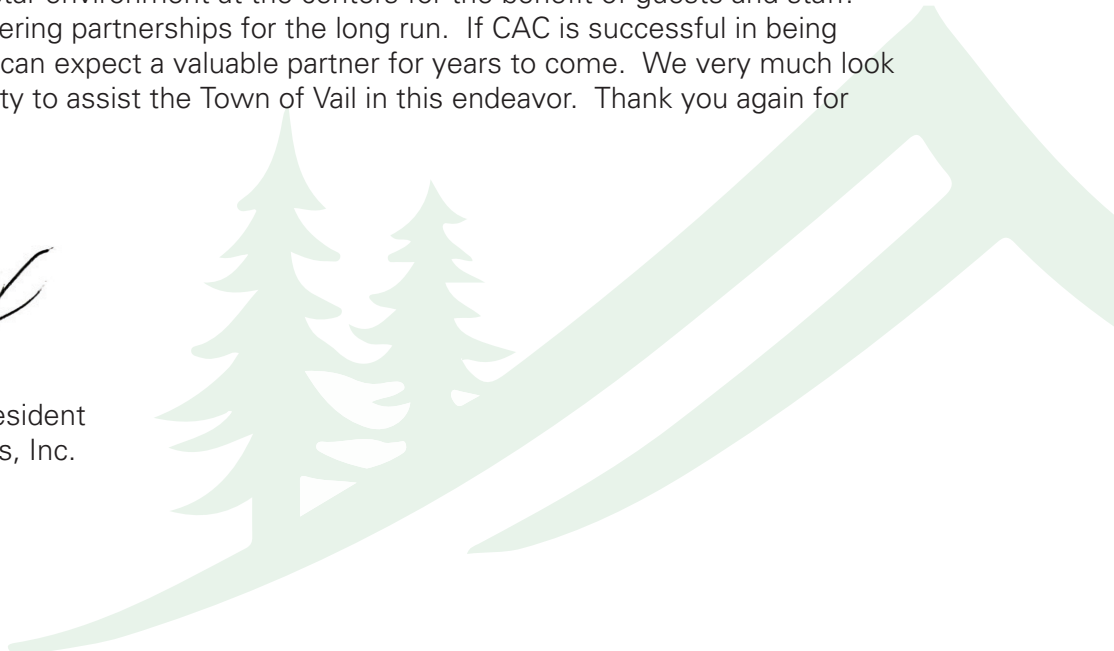
This transmittal letter is formal notification of the attached submittal by Colorado Activity Centers, Inc. (CAC) for Phase 2 regarding the contract to manage the Town of Vail Welcome Centers, the Volunteer Community Host Program, and the Guest Welcome Service Program. It also serves as notice that we strived to address all elements of the RFP for Phase 2. Detailed within the submittal are our best efforts to define the specifics of what we believe are the intentions of the RFP we received. We also believe the new approach for the entire Welcome Center program is one which the Review Team should pursue. It not only includes reaching a five-star guest experience level, but it will elevate the program to much greater heights and become a complimentary marketing effort to what is currently in place by extending the Vail Brand exposure further into the marketplace. The components outlined in the submittal will generate increased visitation, increased business activity in the community, and increased sales tax revenues for the Town of Vail.

As previously noted CAC has been involved with Vail and the Vail Business Community since 1981. There are many relationships that go back 25-30 years. As publisher for the Vail Chamber's guide we'll be developing many new relationships through our constant presence there. It is our major focus to make sure we do all we can to assist our clients, which include the Town of Vail and Vail Resorts, in being successful.

We believe that the Welcome Centers are a greatly underutilized asset for the community. Working in concert with the Town of Vail and the community we will more fully develop the unbelievable upside that currently exists. Much is outlined in the submittal – not the least of which is creating a five-star environment at the centers for the benefit of guests and staff. CAC has a history of entering partnerships for the long run. If CAC is successful in being chosen the Town of Vail can expect a valuable partner for years to come. We very much look forward to the opportunity to assist the Town of Vail in this endeavor. Thank you again for including us.

Respectfully,

Michael J. Campbell, President  
Colorado Activity Centers, Inc.



## PROPOSED BUSINESS PLAN

Submitted by

**Colorado Activity Centers, Inc.**

**2121 N. Frontage Road, W #237**

**Vail, CO 81657**

### OPENING REMARKS

Colorado Activity Centers, Inc. (CAC) is very appreciative of the opportunity to participate in the Town of Vail's Welcome Center RFP process. We believe that our extensive knowledge of and experience within the Colorado tourism industry will help immensely in the effort to improve the guest experience at the Welcome Centers, increase visitation at the Welcome Centers, generate new business for the Vail community, and increase sales tax revenues for the Town of Vail.

CAC has a broad, well-established infrastructure that is specifically designed to accept new operations. Having been in business since 1981 and having added many new programs over the years, CAC's existing system will easily absorb all the needs of the Welcome Center program. For example, all the necessary state and federal accounts for workman's comp, payroll tax deductions, unemployment insurance, etc. are already in place. CAC also has existing business liability and vehicle insurance policies with State Farm.

The accounting platform CAC uses is QuickBooks. Through that we'll be able to generate for the Town of Vail the reports necessary to provide ongoing, accurate information to ensure financial operations are in order. CAC has considerable experience in the development of reports to clients. In this case, we will make use of existing processes, and create new ones as necessary, to track meaningful data such as visitor referrals, lodging referrals, guest feedback, and the like.

It should be noted that the Director, Michael Campbell, has 35 years of hands-on experience in the Colorado tourism industry. He has held several front line positions, including serving as a hotel desk clerk/concierge and later the GM at that a hotel, holding the Assistant Manager position of a resort-owned ski rental shop, and owning and operating an arts & crafts store. This experience in assisting guests firsthand with their questions and needs has served him well in many regards. He co-founded Aspen Activities Center and was involved with that operation until 1981 when, using a similar model, he created a statewide concept – Colorado Activity Centers (CAC). Prior to the Internet CAC organized a consumer travel show effort in conjunction with tourism entities around the state. At the high point the schedule numbered 25 shows a year. The majority were summer travel-oriented shows and the balance

were ski shows. In addition to establishing the schedule and structure, developing partnerships, and managing the staff and logistics, this effort involved Michael attending several shows each year. CAC created show booths that were essentially Colorado welcome centers and traveled to key markets to promote Colorado and encourage more visitation. Being involved first-hand in attending to prospective visitors' questions, perceptions and interests generated a huge amount of guest service experience.

In terms of program scope, Michael revitalized the Mountain Community County Fair and managed it for eight years. He became involved at a time when organizers were fading in terms of numbers and interest. He recruited a new committee, developed dozens of sponsorships, and through his guidance built the fair up to a seven-day event that involved four rodeos, numerous equestrian events, food vendors, 4H exhibit tents, live entertainment, sponsorship sales and upwards of seventy to eighty volunteers. Within three years there was enough reserve in the bank to run the fair for a year with \$0 revenues.

Since its inception in 1981, CAC has gone from a staff of one, Michael, to a staff of six fulltime employees and six contract associates (five doing sales and one being a graphic designer). The longest tenured employee has been with the company for 17 years, followed by one at 7 years and two at 5 years. Our newest key member is about at her 2-year anniversary and has made it known to all that "this is the best job she's ever had."

CAC has three vans on the road five days per week and generally has two to three visitor guides in production at any given time. CAC is a well-tuned machine which operates under Michael's guidance and follows basic management principles including:

- Development of organization
- Direction of tasks at hand
- Delegation of responsibilities,
- Empowerment of staff to make decisions
- Ownership and recognition of staff contributions to the effort
- Taking satisfaction in always giving their best while maintaining a high level of customer service.

CAC and Michael have a long track record of devoting their best efforts to every project they undertake. First and foremost the goal always is to develop a successful outcome. That involves having the right people, creating a terrific working environment, providing clients with real value for their investment, and producing the desired end product. There is no question we will attract quality people and create the culture necessary to improve the guest service level to the five-star experience

that is desired by the Town of Vail. Through the innovative ideas and programs we will introduce, the Welcome Centers will become recognized by the community as a vital element of the Town of Vail's commitment to more tourism, while creating the best possible guest experience while in Vail. CAC's recommended approach will:

- Increase visitation through an expanded reach of the Vail Brand in the marketplace
- Generate more revenues for the business community
- Increase the level of sales tax revenues for the Town of Vail.

### THE GUEST EXPERIENCE/STAFFING

A key element to creating a five-star guest experience is to develop a five-star environment at the Welcome Centers to attract quality staff and volunteers who will in turn deliver the best possible experience for guests. Our goal is to have the Welcome Centers Guest Services position become one of the most sought after jobs in Vail. The same applies to the Host Program. In both instances, we expect to have a waiting list of interested staff and host candidates from which to select.

As mentioned in Phase 1, CAC will encourage current staff members to reapply and go through our interview process. Those that exemplify the knowledge, demeanor, and necessary level of commitment to promote the Vail brand and provide the desired guest experience will be retained. Along with having the proper work environment, having the correct personnel is a key component in developing the foundation for success. The interviews will be conducted by our Management Team comprised of myself, Lauren Forcey and Michelle Sendor.

When this evaluation is complete we'll be able to determine the number of new staff and volunteers that are needed. Using all existing contacts and relationships, including the newly established Welcome Center Committee (more on that later) those openings will be broadcast throughout the community. It has been our experience that the best candidates come from personal recommendations. As the winter season nears, should there be any remaining openings, we'll turn to other forms of encouraging applicants – advertising, public service announcements and the like. There will always be an ongoing emphasis on having multi-lingual staff and volunteers.

CAC's approach to staffing is to have a combination of seasonal and year-round team members. After reviewing and interviewing existing staff who have opted to reapply, we'll begin the process creating a structure. This could take many different forms and is somewhat dependent upon who reapplies and their previous position and length of service. In the final analysis, our Management Team will designate some staff as being supervisor status. We will continue to actively direct as we implement our set of management principles noted earlier.

To better ensure attracting quality applicants CAC recommends compensation for staff be in the \$15-\$20/hour range. Those chosen as supervisors will have more responsibilities and be compensated accordingly. At least one supervisor will be on duty every day.

In addition staffing each Welcome Center when open, additional hours will be built into the schedule to accommodate supervisor attendance meetings of interest to the Welcome Center program. For example, these might include meetings held by the Welcome Center Committee, the VLMDAC, the Commission on Special Events, or meetings for specific purposes such as those we'll have with Vail Resorts to coordinate our host program with theirs in an effort to further create a seamless guest experience. This additional time would also be used to undertake a new, proactive "Community Outreach Program." The underlying goals are to:

- Educate the community on the guest service programs provided by the Welcome Centers
- Encourage local stakeholders to volunteer some time to assist the Welcome Center staff and experience face time with our guests needing assistance and/or assist us with monitoring the service provided by staff and hosts
- Inform every one of the opportunities available to them at the Welcome Centers to promote their business, event, etc.
- Generate certificate donations which may be used either to help a guest experience that's been challenged, or as a recognition to staff or host that has provided exceptional service or created new ideas or improvements to the program

This program will begin immediately in October. It will take some time, but every single business in Vail will be contacted. Once that is one we will continue to have an outreach campaign to keep everyone informed of new advancements, programs, opportunities, etc.

The Hosts would be a mix of seasonal and year-round volunteers. The schedule calls for daily coverage of Vail Village/Meadow Drive and Lionshead during the winter season, and Friday through Sunday coverage during the summer season. It also provides for additional numbers during select holiday periods. There would be an "early" shift (10a-2p) and a "late" shift (1p-5p). It will require approximately 418 shifts to handle the coverage just mentioned which is about 52% of total shifts available from the 40 volunteers. The remainder will be used to provide extra coverage during special events and other more active times as necessary. (We attempted to coordinate with Bobby Murphy at Vail Resorts to ensure our Host program would dovetail with his efforts at the resort. Unfortunately, due to his pending vacation we won't be able to meet prior to filing this submittal.

In terms of Welcome Center hours, CAC is suggesting they be open from 8am to 8pm during both the winter and summer seasons. Respectively, these are November 18th to April 16th and June 16th to September 17th. During the shoulder seasons we recommend the hours of 9am to 5pm.

Additional information and specifics on compensation, Guest Service Staff, Hosts and Welcome Center hours are contained in the Appendices.

### **RECRUITMENT AND RETENTION PLAN**

CAC understands the challenge of finding and keeping quality employees in mountain communities. Offering a competitive compensation structure will help us develop a larger pool of applicants from which to choose. That, coupled with a healthy and balanced workplace will be instrumental in retaining the best of the best.

The new atmosphere will be one that allows for and encourages collaboration between management and staff. To create the new culture that we believe is a necessary objective, CAC will adapt its own proven staffing guidelines to the Welcome Center operations - organization, direction, delegation, empowerment, ownership and satisfaction are the keys. For staff and volunteers alike, CAC will challenge everyone to follow established guidelines, to make decisions on the spot as necessary to accommodate our guests' wishes and needs, and to provide suggestions to improve existing offerings and create new ones.

### **TRAINING MODULES & FREQUENCY**

Initial training for new staff and hosts will be extensive and targeted. Prior to the start of each winter and summer season, all existing staff and hosts will go through "refresher" training. This training will focus on changes in previous businesses, new businesses and new developments in Vail since the previous season, events on record at that juncture, new technology, etc. The on-boarding training for new hires will include quizzes to test the applicant's knowledge of Vail, along with an East Vail to West Vail tour. All training modules will be based on feedback received from the Welcome Center Committee (see below for further description). Additional training efforts will continue as the committee deems necessary. Managers will regularly update staff on key events in the area on a weekly basis, and ongoing meetings with staff and managers will be scheduled on at least a monthly basis.

Training Programs will be instituted that includes such topics as:

- Attentiveness to guests needs and desires
- Knowledge and focus of the greater Vail Community (East Vail to West Vail)
- Working knowledge of all interactive tools in the Welcome Centers
- High regard to current and future events/activities
- Appearance of self while on duty

- Appearance of the Welcome Center while on duty
- Restocking of collateral in display racks
- Importance of promoting the Vail brand
- Refrain from recommending only “select” businesses
- Requesting that guests mention “The Welcome Center staff recommended I come here.”

### PERFORMANCE MEASUREMENT MODELS

The proposed iPads and “Vail Getaways” will be a great tracking tool within the Welcome Centers. In order to sign up for giveaways, guests will use the new iPads. That enables us to ask the guests various questions such as “Where are you from?”, “How long are you visiting?”, and the all-important Net Promoter Score Question “How likely is it that you would recommend a trip to Vail to a friend or colleague?” Answers will be logged into the system and an entry to the “Giveaway” will be dropped in the digital hat. Questions such as “How was your service today?” could also be worked into the questionnaire to give us direct feedback on staff and hosts. These questions would give us a better understanding of who is stopping in to the Welcome Centers and would allow us to better serve their needs. There will be “secret guest” visits to the centers as part of the “trust and verify” portion of the program. Staff and hosts are fully expected to provide the highest level of service and assistance to guests. This function will help validate that expectation is being met. Reports from “secret guests” will be provided at the Welcome Center committee meetings for review and analysis.

### NEW DIRECTION/NEW PROGRAMS

The ultimate goal is for a guest to have an enjoyable trip from start to finish, but when the inevitable unhappy customer comes into the Welcome Centers or is noticed by hosts, we want to quickly turn their experience around. Staff and volunteers will be empowered to take charge in these situations to quickly direct a guest’s experience from negative to positive. Through training, and in practice, everyone will be encouraged to “think on their feet.” Staff & Hosts will be armed with three options to help turn around a less than stellar situation:

- CAC will be instituting a program similar to the Town of Vail’s “Random Acts of Kindness” concept. Staff and hosts will be able to offer a gift card for a free cup of coffee in the winter or a free scoop of ice cream in the summer. These cards may be redeemed at specific businesses in Vail Village, Lionshead and West Vail. The merchants redeem them at the rate of \$2 each through the town and, in turn, charges are applied to our program.
- There would also be the option of giving out a free, one-day parking pass, should that be a more appropriate solution. This cost will also be absorbed by the Welcome Center program.



- Certificates generated through the “Community Outreach Program” and donated by the business community would also be available. These certificates will be recorded as they are received and documented as to the circumstances surrounding their usage. An ongoing log will be available for review by anyone as to how, when and why the certificates were used.

New for the Welcome Centers will be 12.9 Ipad Pros on stand-alone kiosks. (Photos are included in the Appendices.) These will be programmed to go directly to “welcometovail.com” when activated. On the homepage visitors will find links to such things as Vailgov.com, Vail.com, Vailchamber.org, Cotrip.org, the new VailApp, registration forms for E-newsletters and “Giveaways,” a calendar of events, weather forecast info, and the like. This new feature will enable guests who prefer the electronic means of getting information to do so. (Note: Kiosk software will be installed on the Ipad Pros which does not allow anyone to “surf the net.”) Examples of the kiosk and the homepage can be found in the appendix.

Hosts will be provided with Ipad Mini 2, which will be set up identically to the larger units in the Welcome Centers. Having this technology available will help enhance their ability to provide a greater level of guest service and assist them with making decisions and recommendations on the spot.

As noted in Phase 1, CAC will initiate a promotional program directed toward increasing visitation to the Welcome Centers and consequently to Vail. This effort will include creating a brochure promoting a drawing for a “Vail Getaway.” To enter, a person would need to stop by one of the Welcome Centers to register. The brochure will be available on I70 from Fruita to Burlington, throughout Summit County, I25 from Ft. Collins to Pueblo and on all the concourses at DIA. (A copy is in the Appendices.) We met with Brooke Skjonsby, Marketing Manager for Vail Mountain. She not only thought the “Vail Getaway” brochure was great, but she really liked our overall approach of elevating the significance of the Welcome Centers for the community, creating a proactive approach to further increase the Vail Brand awareness in the marketplace, and striving to increase visitation to Vail. In addition, this program also encourages participation by local businesses as they would be donating the getaway components. This serves to further reinforce the Welcome Centers efforts to increase visitation and promote more business for the community.

The possibility of selling the Vail’s Women Workshop program at the Welcome Centers was also discussed. Ticket availability at the Welcome Centers will be included in social media campaigns, on the website, within the brochure, etc. This new “ticket outlet” function will not only attract more visitors, but encourage locals to stop in to get their tickets.

Another new program that intrigued her was CAC's introduction of ongoing displays for future events and programs. This opportunity would be available for events such as the Taste of Vail, the Go Pro Mountain Games and the Vail Film Festival to showcase their event 4-6 weeks in advance. We would encourage attractions such as the Vail Nature Center, the Vail Rec Department, and the Betty Ford Gardens to also participate. This effort combines with the ticket outlet concept to further encourage current guests in the Welcome Centers to return to Vail as future visitors.

We also contacted Bob Monahan at Vail Resorts about selling lift tickets at the Welcome Centers. While having hard tickets to sell isn't possible, he is looking into the possibility of the Welcome Centers having the EpicDay cards. These could be passed out to visitors along with a brief instructional handout outlining how to "load" the card using one's phone. When the card is activated guests can go directly to the lifts which means no waiting in lines at the ticket windows.

As part of the ongoing effort to raise the level of our guests' experience, a committee will be formed and will meet on a monthly basis. The makeup of the committee will provide representation from the Town of Vail, Vail Resorts, Vail Village, Lionshead, and West Vail, as well as covering lodging, dining, retail, etc. The goal is to have a committee representing all facets of the community. CAC is looking for committee members to provide new ideas, review programs in place, and generally look to improve all aspects of the Welcome Center operations. Those who already have committed to be on the committee include Rayla Kundolph, Brooke Sjkonsby, and Alison Wadey. The committee will be fully developed should CAC be the successful applicant.

CAC will also create a social media presence to market the Welcome Centers and further promote the Vail Brand. Utilizing Facebook, Twitter, Instagram and monthly newsletters, The Vail Welcome Centers can reach a larger audience and become a resource to guests improving the overall five-star luxury experience Vail guests have come to know. Content will be created and centered around events, trip planning and supporting the local community. Vail's current marketing efforts are all done through Vail Resorts. We are looking to support their efforts, not duplicate or replace, and make a greater push towards town events. We would also create and update the event calendar for the new website, [welcometovail.com](http://welcometovail.com) and push these items out regularly to subscribers, and advertise them prominently in the Welcome Centers. Social Media will be managed on a daily basis and include a unique hashtag strategy for guests to participate in sharing their photos and experiences. Examples may include #WelcomeToVail #VailNow, #VailToday, #VisitingVail, #VailWelcomeCenters (to be determined) and newsletters will be sent out monthly.

## IN REVIEW

There are many new ideas and concepts outlined above that CAC will initially bring to the Town of Vail's Welcome Center program. It's only the beginning. A review of these new features includes:

- A proactive "Community Outreach Program"
- New tools for improving guest experiences
- iPads in the Welcome Centers
- iPads for Hosts
- A Welcome Center specific website
- A "Vail Getaway" program to involve the community and promote more visitation
- Social media presence and monthly newsletters
- Becoming established ticket sales outlets
- Ongoing displays to turn guests into repeat visitors
- Establishment of a Welcome Center committee to facilitate and foster continued improvements in programs and experiences
- A "Secret Guest" program to ensure program quality

This is only the beginning. CAC has no doubts in its capabilities to use all that's outlined in the above plan to facilitate the accomplishment of the Town of Vail goals regarding its Welcome Center program. Just as it has proven to be a valuable partner to other destinations in the state, CAC will be the same for Vail. We're very comfortable that a five-star guest service experience can be attained and pledge to make dramatic progress in short order. We are committed to elevating the existing program to a higher level that pays dividends through increasing visitation, generating more business for the community and creating more sales tax revenues for the Town of Vail.

Should CAC is the chosen contractor for the Welcome Center, the Town of Vail can rest assured it has a partner that will not rest in its attempt to do its best. We have a track record of approaching projects with a long-term viewpoint, and the Town of Vail's Welcome Center program is no exception.

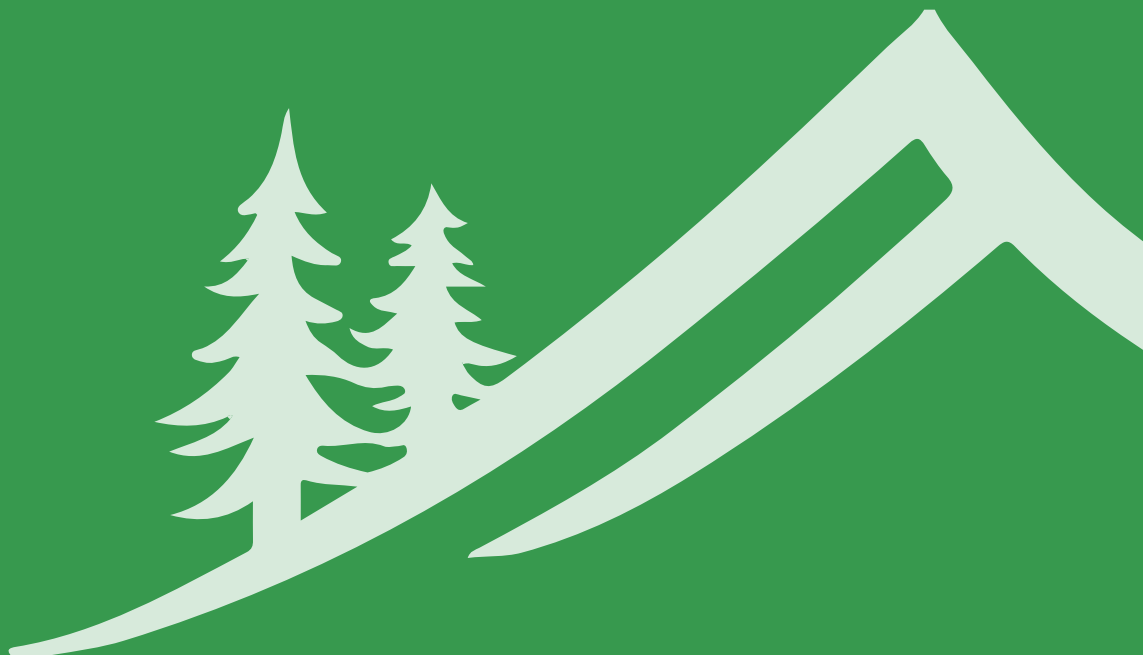
Once involved CAC will retain the best of what is in place and immediately introduce new features and programs to develop a more solid foundation for future years. We will continue to build on that foundation in all aspects to with an eye toward creating a Welcome Center program of which the Town of Vail can be proud and one that serves the best interests of the entire Vail community.

We look forward to the opportunity. Thank you again for including CAC in the process.

# Appendix

1. WelcomeToVail.com Homepage Screenshot
2. Stand-Alone iPad Kiosk
3. Vail Getaway Brochure
4. New Staff & Hosts Uniforms
5. First Year Budget
6. Staff & Host Hours
7. Calendar of Welcome Center Hours
8. Calendar of Host Hours

**Colorado Activity Centers, Inc.**  
**Contact: Michael Campbell**  
**[mcampbell@coloradoinfo.com](mailto:mcampbell@coloradoinfo.com) | 970-390-4841**  
**[www.coloradoinfo.com](http://www.coloradoinfo.com)**



www.WelcomeToVail.com iPad Homescreen

# Welcome to Vail



Signup for a Vail Getaway

Today's Events

Upcoming Events

---

## Stand-alone iPad Kiosk



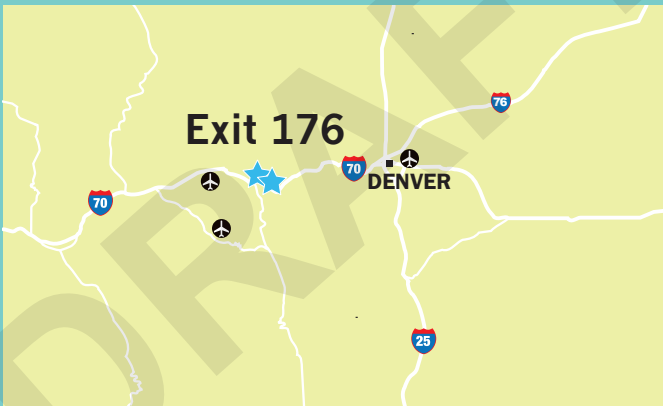
Shown with 12.9-inch iPad Pro

**BROCHURE DRAFT**

**Front**

# WIN A VAIL GETAWAY AT EXIT 176

Stop by the Welcome Centers in Vail to plan your trip, find the perfect restaurant, or organize your next adventure. Talk to locals that that live and work in paradise. While you're there, register to win a Vail Getaway experience!

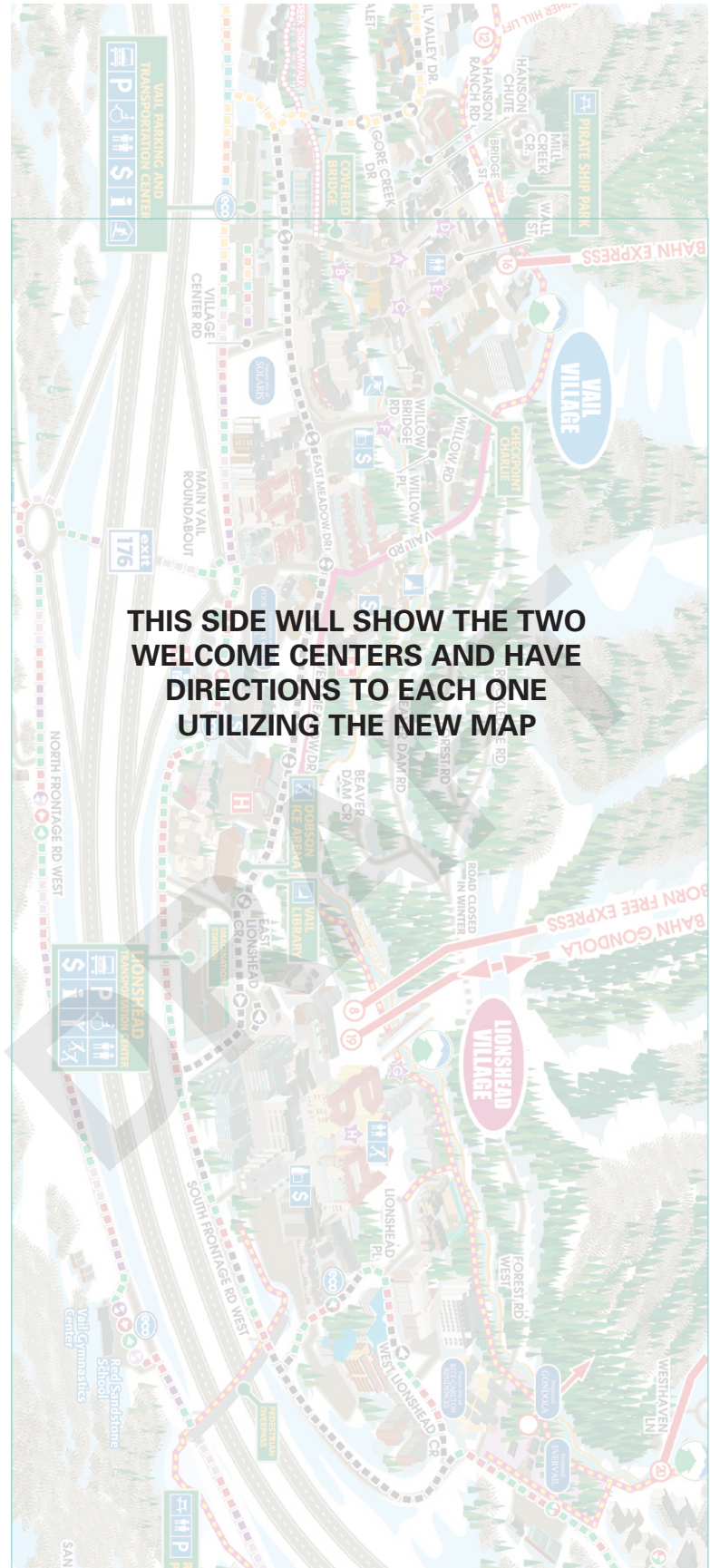


**Vail Village Welcome Center**  
 970-476-4790  
 Vail@vailinfo.org  
 Vail Welcome Center 241 South Frontage Rd., Suite  
 8150 Vail, CO 81657

**Lionshead Welcome Center**  
 970-479-4941  
 Lionshead@vailinfo.org  
 Address: Lionshead Welcome Center  
 395 East Lionshead Circle Vail, CO 81657

Map & Directions on the reverse side.

**Back**



**THIS SIDE WILL SHOW THE TWO  
WELCOME CENTERS AND HAVE  
DIRECTIONS TO EACH ONE  
UTILIZING THE NEW MAP**

## New Welcome to Vail Uniforms for Staff & Hosts







## Town of Vail Welcome Center Budget October 2016 - September 2017

**Town of Vail Funding** **\$279,690**  
Incidental Revenues (Tickets sales, etc.) \$0

<b>Operational Expenses (Welcome Centers)</b>		
Guest Service Uniforms/Name tags (12)		-\$1,000
IPad (up to 3 each center)		-\$4,800
Kiosks (up to 3 each center)		-\$4,200
Ipad software/installation		-\$1,200
Website development/maintenance		-\$2,500
Social Media Campaign		-\$7,200
Promotional Branded Items		-\$6,500
Cleaning Service/Supplies		-\$4,500
Admin Expenses (Postage, copies...)		-\$2,400
Creative Services		-\$1,500
Parking Passes (1 silver, 2 blue)		-\$4,000
Accounting Expenses		-\$5,200
Staff training/recognition/survey		-\$2,500
Contingency		-\$3,340

<b>Payroll/Compensation</b>		
W/C Mgmt Fee	1099	-\$30,000
Host Mgmt Fee	1099	-\$25,000
W/C Payroll	W2	-\$148,750
Payroll Taxes		-\$21,500
W/C Staff Bonuses		-\$3,600
		<u>\$0</u>

**Town of Vail Funding** **\$40,000**

<b>Host Program Expenses</b>		
Uniforms Winter (40)		-\$5,750
Uniforms Summer (40)		-\$1,000
iPads Tablets (4)		-\$1,100
iPa software/installation		-\$800
Host Benefits (40)		-\$28,000
Host Referral Vouchers		-\$2,400
Host Expenses		-\$350
Contingency		-\$600
		<u>\$0</u>



**COLORADO ACTIVITY CENTERS, INC.**

2121 N. Frontage Rd. West #237,  
Vail, Colorado 81657  
970-668-5259



## WELCOME CENTER STAFFING

**Shoulder season schedule:** 9a-5p, Oct 1 to Nov 17 &  
Apr 17 to Jun 15 & Sep 18 to Sep 30  
121 days 2016/17: Fall 48 days, Spring 60 days, Fall 13  
Weekly hours: 112 (7 days/8 hours/2 centers)  
Add'l hours: 24 (Community Outreach, meetings...)

**Winter season schedule:** 8a-8p, Nov 18 to Apr 16  
150 days 2016/17: Winter 150 days  
Weekly hours: 168 (7 days/12 hours/2 centers)  
Add'l hours: 24 (Community Outreach, meetings...)

**Summer season schedule:** 8a-8p, Jun 16 to Sep 17  
94 days 2017: summer 94 days  
365 days Weekly hours: 168 (7 days/12 hours/2 centers)  
Add'l hours: 24 (Community Outreach, meetings...)

## HOST PROGRAM SCHEDULE

**Winter season schedule:** Nov 18 to Apr 16  
2016/17: Winter 150 days + 14 holidays  
Weekly hours: (7 days/2 centers)  
Early 10a-2p  
Late 1p-5p  
  
164 days x 2 shifts = 328 shifts

**Summer season schedule:** Jun 16 to Sep 17  
2017: Summer 42 days + 3 holidays  
Weekly hours: (3 days/2 centers)  
Early 10a-2p  
Late 1p-5p  
  
45 days x 2 shifts = 90 shifts

**Overview:**

40 Hosts @ 20 shifts each = 800 shifts  
418 scheduled shifts leaves 382 shifts for special  
event days, holiday periods or  
doubling up as necessary



## Welcome Center Hours

**Blue days: High season. Welcome Centers are open 8am-8pm**

**Pink Days: Shoulder Season. Welcome Centers are open 9am-5pm**

### 2016 Calendar

#### SEPTEMBER

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

#### OCTOBER

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

#### NOVEMBER

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

#### DECEMBER

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

### 2017 Calendar

#### JANUARY

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

#### FEBRUARY

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

#### MARCH

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

#### APRIL

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

#### MAY

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

#### JUNE

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

#### JULY

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

#### AUGUST

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

#### SEPTEMBER

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

#### OCTOBER

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

#### NOVEMBER

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

#### DECEMBER

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					



# Host Schedule

Blue days indicate that hosts will be scheduled

## 2016 Calendar

### SEPTEMBER

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

### OCTOBER

Su	Mo	Tu	We	Th	Fr	Sa
					1	
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

### NOVEMBER

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

### DECEMBER

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

## 2017 Calendar

### JANUARY

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

### FEBRUARY

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

### MARCH

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

### APRIL

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

### MAY

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

### JUNE

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

### JULY

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

### AUGUST

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

### SEPTEMBER

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

### OCTOBER

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

### NOVEMBER

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

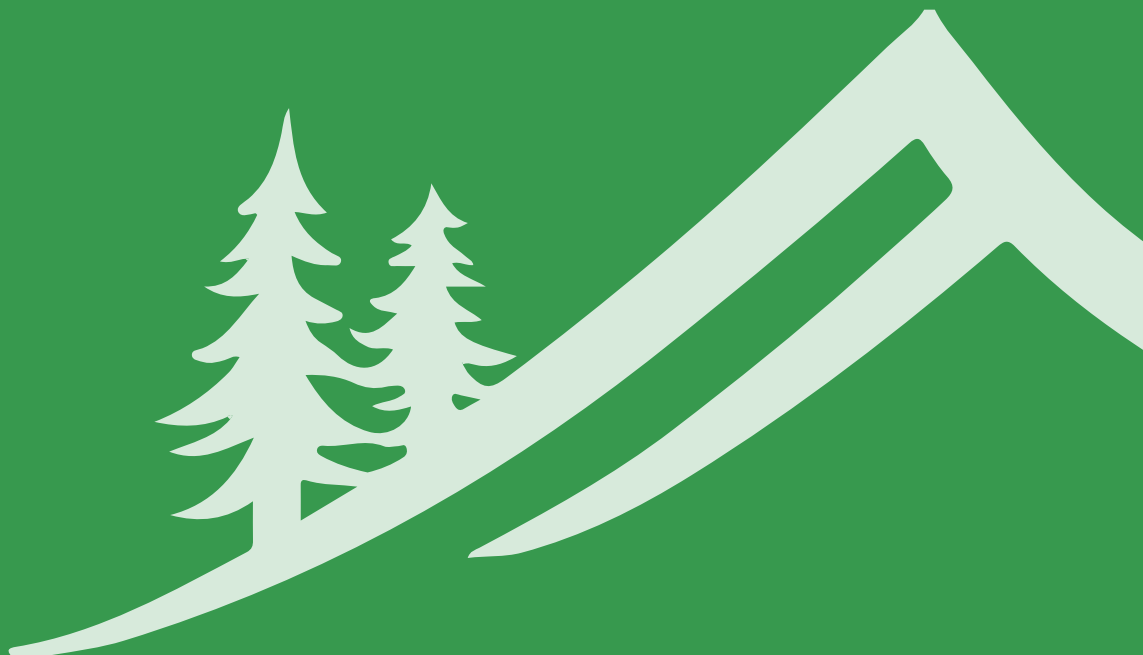
### DECEMBER

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

**Submittal for Town of Vail RFP  
for Management of Welcome Centers,  
Volunteer Community Host Program,  
and Guest Welcome Service Program**

**Colorado Activity Centers, Inc.  
Contact: Michael Campbell  
mcampbell@coloradoinfo.com | 970-390-4841  
www.coloradoinfo.com**

**July 1, 2016**





**COLORADO ACTIVITY CENTERS, INC.**

721 Granite St., Suite 206  
P.O. Box 129, Frisco CO 80443  
970-668-5259



Town of Vail

July 1, 2016

RE: Management of Town of Vail Welcome Centers, the Volunteer Community Host Program, and Guest Welcome Services Program  
Town Manager's Office  
75 S. Frontage Rd.  
Vail, CO 81658

ATTN: Vail Welcome Center Review Team

This transmittal letter is formal notification of the interest Colorado Activity Centers, Inc. (CAC) has in pursuing the contract to manage the Town of Vail Welcome Centers, the Volunteer Community Host Program, and the Guest Welcome Service Program. It is also intended as an overview of the actual submittal within which we strived to address all elements of the RFP.

Contained within the submittal the Review Team will find the information relevant to CAC's history, capabilities, financials and the like. It will become apparent that CAC is both well-entrenched and knowledgeable about the Colorado Tourism Industry. CAC has been involved with Vail and the Vail Business Community since 1981, so there is also a long-standing relationship with the area. Much of what CAC staff has learned and seen over the years will be applicable to the operations outlined in the RFP and will result in new, fresh ideas. An important key to having this program be successful is the people who make up the Welcome Center staff and the volunteers who are the Community Hosts. Steps will be taken to ensure the best possible candidates are recruited and selected. CAC also will make available its existing infrastructure to help elevate the Vail Welcome Centers to a level where they become a significant marketing tool for the town and become recognized throughout the community as a valuable asset to increasing business, promoting events, and contributing to increased visitation – all of which will strengthen sales tax revenues for the Town of Vail.

CAC has much experience with public/private partnerships which we view this to be. We are very excited about this opportunity as we believe we can make a difference – for the Visitor, for the Community, and for the Town of Vail.

Respectfully,

Michael J. Campbell, President  
Colorado Activity Centers, Inc.



---

## **Submittal to Town of Vail RFP for Management of Welcome Centers, Volunteer Community Host Program, and Guest Welcome Service Program**

### **Part 1: Company Overview, Experience, Qualifications**

The underlying mission of Colorado Activity Centers, Inc. (CAC) has always been to generally promote tourism in Colorado and more specifically promote tourism for the destinations with which we work. In keeping with that, CAC is always represented at the Governor's Annual Tourism Conference and whenever possible attends additional tourism events. Being so closely affiliated with the tourism industry CAC has experienced all the ups and downs the industry has gone through since its inception in 1981. As noted in his resume, the President and main point of contact for CAC, Michael Campbell, has actually been involved with the tourism industry since 1970.

There are three main divisions to CAC – Internet exposure/promotion, visitor guide “turn-key” programs, and collateral distribution. CAC's “coloradoinfo.com” site is the second most visited Colorado-oriented tourism website in the state. (The Review Team is encouraged to access the site for an overview of what it is that CAC does. As a partner, the Town of Vail and the Welcome Centers will have a prominent presence throughout the site.) CAC publishes the “Vail Guide” for the Vail Chamber and is actually the #1 producer of visitor guides in the state. CAC provides collateral distribution coverage on all of the states corridor routes (I70, I25, US 50, Hwy 285...) and at Colorado's #1 outlet for tourism collateral – Denver International Airport. All of these platforms will be incorporated into CAC's efforts to enhance and expand the current programs outlined in the RFP. More info on these programs, as well as company financials are attached.

To help expand the marketing efforts of the Vail Welcome Centers, CAC suggests the development of a Welcome Center specific website – WelcometoVail.com. This site will contain pertinent tourism related info directed toward helping visitors already in Vail and encourage prospective guests to become Vail visitors. Content will include such elements as info/links for all businesses in Vail, a calendar of events with links to contact entities/individuals, info/links to non-profit attractions, an enrollment program for e-newsletters, Facebook, twitter, and other social media programs.

iPads will be made available at each Welcome Center so multiple guests can access the info they desire. These iPads will be programmed to display the WelcometoVail.com when activated. Kiosk software will be used to keep guests focused on Vail and not be able to wander off and surf the net. Remote software will also be employed so adjustments can be made and activity tracked from off-site locations. CAC has a similar program at DIA. A photo of our display rack with the touchscreen iPad is attached. It should be noted that this website could provide advertising opportunities which translates into a new revenue stream for the Welcome Centers.

As noted in the transmittal letter, top quality staff and volunteers are essential to this effort being successful. CAC understands that not everyone is a good fit for the hospitality industry.

CAC will go to great lengths to ensure that staff and volunteers are compatible with the Town of Vail's expectations for these programs, as well as adhere to the hiring guidelines and suggestions (multi-lingual staff) noted in the RFP. In terms of the staff, a minimum pay level will be instituted which is high enough to facilitate attracting and retaining quality people. In terms of volunteers, CAC will again seek out only the best possible candidates to develop a solid cadre of hosts. An incentive program will be instituted to recognize those staff and volunteers who have significantly contributed to a guest's experience.

CAC staff is in constant contact with dozens of state/local/regional welcome centers around the state. We work with them on a regular basis whether it be distributing their collateral or restocking other client info in their centers. In fact, Michael has visited every single Official Colorado Welcome Center in the state. While CAC has never managed one, we do know welcome centers and have an understanding of what it takes to be a successful center. It's our observation that the bottom line for an effective Welcome Center, at any level, centers around the staff, the structure and the culture. CAC knows firsthand there is a world of difference from one center to another - and what it takes to be effective.

Our plan for the staff component has been discussed above. The CAC structure will be such that everyone knows their job and their responsibilities in regards to guests, prospective visitors, the community and the Town of Vail. The CAC culture will encourage staff and volunteers to:

- come forward with new ideas,
- make suggestions for efficient operations, and
- provide input for additional technology, collateral and/or displays

These items would result in more visitation to the center, create better tools to encourage those coming into the centers to spend more time in Vail, and converting potential visitors into actual guests.

The CAC team is deep in experience, innovative ideas and commitment to its clients and partners. Michael, will be responsible for attending meetings, providing reports, and assuring that all the components of the programs are running smoothly and generating the desired results. His vast experience in working with state, regional and local welcome centers, along with his knowledge of the Colorado tourism industry will bring new, fresh ideas to this partnership with the Town of Vail. His resume is attached.

Lauren Forcey, is the head of our creative department. She will be involved in graphic design of collateral, signage and the like. In addition, she will oversee the development and implementation of any digital projects and programs associated with this partnership. Her resume is attached.

Michelle Sendor is a locally recognized social media consultant. She will take on the campaign for this project. Her expertise has been both effective and affordable in her efforts with CAC. Since she lives and works in Vail, she is well-versed with the Vail Community. Her resume is attached.



Bill Lansdowne is also a long time Vail Valley resident and an independent entrepreneur. He is the IT consultant for CAC and will be brought in to assist with the IT work being recommended in this submittal. His resume is attached.

To support our experience several references from the Vail business community are attached.

## Part 2: Guest Welcome Services Approach

As noted, CAC is aware that quality people are key to creating a five-star experience for visitors. An initial step would be to request all existing staff and volunteers to reapply. Through our due diligence we have found some staff to be highly focused on assisting guests, while others less so. Through our resources from within the community, some recommendations of current staff have been forthcoming. Any current staff or volunteers that are deemed to be valuable assets to the Town of Vail's goals will be encouraged to stay on the team. They possess institutional knowledge that will prove helpful as we move forward. Likewise, those assets no doubt have ideas and suggestions to improve the overall guest experience that perhaps they've not felt comfortable previously sharing. In the cases of both staff and volunteers a "kudos" program will be instituted to enable guests and potential visitors to alert management of those who contributed exceptional assistance to their Vail experience. Perks will be made available to these individuals and they will be recognized for their excellence.

In terms of the guest experience, it's important to have staff/volunteers that can quickly assess the level of need that guests desire. Some people prefer to have space while others want full-on assistance from the moment of contact. In every case the staff/volunteers personal contact, the technology provided at the Welcome Centers, and the available print collateral there all need to combine to seamlessly satisfy the guest's needs from start to finish.

It is also critical to a top quality guest experience that the appearance of staff, hosts and the Welcome Centers be at the highest possible level. Special attention will be given to select appropriate uniforms and develop dress codes that are consistent with established goals. Likewise guidelines for keeping all aspects of the Welcome Centers in a clean, orderly fashion will be put in place. From the moment guests set foot in either Welcome Center or encounter personnel those very first impressions must have a positive impact. That will create the foundation on which the five-star experience will be developed.

A point of interest is that according to the "door count" at the Vail Village Welcome Center there were 140,143 users in 2015 and an average of just 44,000 guests that made use of the Welcome Center services over the past three years. As a further comparison the Official State Welcome Center in Fruita (the state's most visited) receives around 275,000 visitors per year. The Gateway Welcome Center in Georgetown receives in the neighborhood of 390,000 visitors per year. Given that volume of traffic on I70, CAC considers the disparity between visitation at these three locations to be an opportunity to increase traffic to the Vail Welcome Centers and in turn to the community. Through CAC's "Explore Colorado" distribution network Vail collateral, designed to draw more of this traffic to the Vail

Welcome Centers, will be available border-to-border on I70 - including the popular Fruita and Georgetown outlets. Research by DIA shows Vail to be one of the most popular destinations for travelers launching their Colorado excursion from the airport. This collateral, which will carry the Vail Brand and have a strong call-to-action, will also be available in the CAC displays there. The call-to-action on the brochures will direct travelers to visit the Welcome Centers and register for the "Vail Getaways". These "getaways" will be developed by Michael, with assistance from Welcome Center staff, and encompass participants from throughout the greater Vail community. A draft of the brochure we envision is attached.

While generally known to exist, there doesn't appear to be a widespread understanding of the opportunities that are, and could be, provided by the Welcome Centers to the community. CAC pledges to change that by contacting all the businesses, the non-profit organizations, and the special event organizations in Vail. In addition CAC will reach out to every applicable Town of Vail department. CAC will advise them of the potential exposure that is available to them through the Welcome Centers, stress the significance the Welcome Centers has to guests, and inform them of the increased overall marketing campaign to attract new visitors.

CAC envisions providing a section in each center for rotating displays from key attractions such as the Vail Rec Department, the Vail Nature Center, the Betty Ford Alpine Gardens... Special events would also be able to participate – Vail Arts Festival, Farmer's Market, Go Pro Mountain Games...

The goal would be to convert current guests in the Welcome Centers to spend more time here and/or return as future visitors. In conjunction with this CAC would encourage all these "display" entities to allow the Welcome Centers to sell tickets wherever, whenever and however possible. This could turn into another revenue stream for the Welcome Centers, but at the very least it would further the desired seamless guest experience. (i.e. – A guest indicates an interest in coming back to a particular event in Vail and the Welcome Center is able to seal the deal by selling them a ticket.)

Research CAC has done indicates that some, but apparently not all, lodging facilities are aware of the Welcome Centers' capability to facilitate assisting guests with reservations. It would be a top priority to make sure every lodging facility is aware of this opportunity and encouraged to participate. Anyone with experience in the lodging sector is aware that a guest's experience is considerably enhanced if their accommodations are consistent with their wishes. On the contrary, visitors accommodated in facilities or locations that are not what they want can leave with having had a negative experience. While accommodating the guest is the prime factor, staff will also maintain an ongoing record of reservations facilitated by them. This will enable management to help ensure all lodging participants are in the mix.

As demand warrants the need for specific "handouts" - they will be developed. Some topics that come to mind are trailheads, scenic drives, winter driving tips, historical landmarks, public art... Reinforcing what was mentioned earlier, staff and volunteers will be encouraged to keep an eye out for whatever would conceivably enhance the guest experience at the Welcome Centers. This is another example of how staff/hosts will be

encouraged to strengthen the guest experience – and be rewarded for doing so.

CAC would also like to suggest the implementation of a “Welcome Center Committee”. This committee would meet on a regular basis to review “NPS” type reports on Welcome Center activity, maintain continuity moving forward, make adjustments in direction to the programs as necessary and generally provide discussion on how to continually improve on all aspects of the programs covered by this partnership. Makeup of the committee might include representatives from town council, town staff, the Vail Village and Lionshead business community, events committee, local marketing district, etc.

In summary, the Town of Vail can expect CAC to be a valuable partner that will bring a new culture, a revitalized guest experience and an elevated profile to the entire Welcome Center, Community Host and Guest Service programs. In our way of thinking, the various platforms included in the RFP comprise an incredible opportunity to further the Vail Brand in the marketplace. Our team cannot wait to take on this opportunity to begin to maximize the potential. Through the efforts outlined in this submittal CAC will generate additional revenues for the Vail business community and increased tax revenues for the Town of Vail. CAC’s focus on a high level of hospitality-based guest experience, a proactive marketing effort to increase visitor traffic, and an elevated significance of the Welcome Centers in the community provides the Town of Vail with the best possible option to achieve the most successful results.

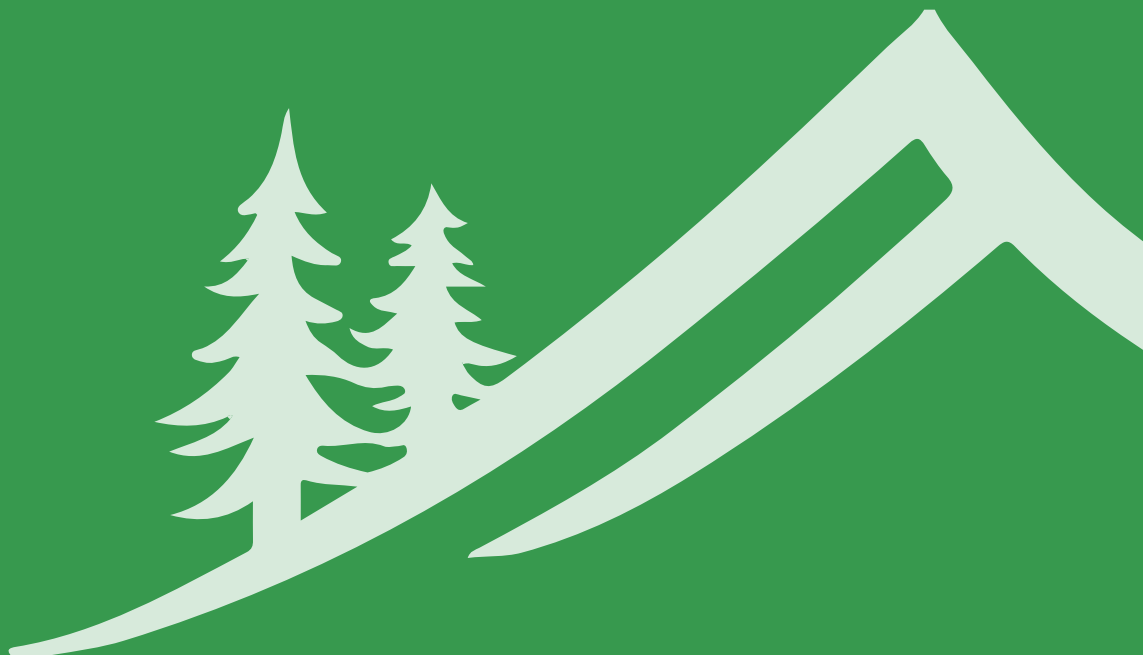
Thank you for including CAC in the process and for your consideration of our submittal. We look forward to opportunity to help the Town of Vail take this venture to the next level.

Note: In the spirit of full disclosure to the Review Committee, Michael has met with Greg Hall regarding the next edition of the Vail Town Map collateral. Greg indicated that the process for determining the contract for the next edition is not yet finalized. CAC is hopeful that the additional circulation and distribution coverage it is suggesting will be approved. This is mentioned because while it is a work in a progress, it is also a further indication of CAC’s commitment to promoting Vail through its established infrastructure.

# Appendix

1. CAC Distribution Network Map
2. CAC Collateral rack at DIA
3. CAC Financial
4. Michael Campbell Resume
5. Lauren Forcey Resume
6. Michelle Sendor Resume
7. Bill Lansdowne / Alpine PC Resume
8. Reference from Vail Mountain Lodge
9. Reference from Mountain Haus
10. Reference from Christiania
11. Brochure Draft

**Colorado Activity Centers, Inc.**  
**Contact: Michael Campbell**  
**[mcampbell@coloradoinfo.com](mailto:mcampbell@coloradoinfo.com) | 970-390-4841**  
**[www.coloradoinfo.com](http://www.coloradoinfo.com)**

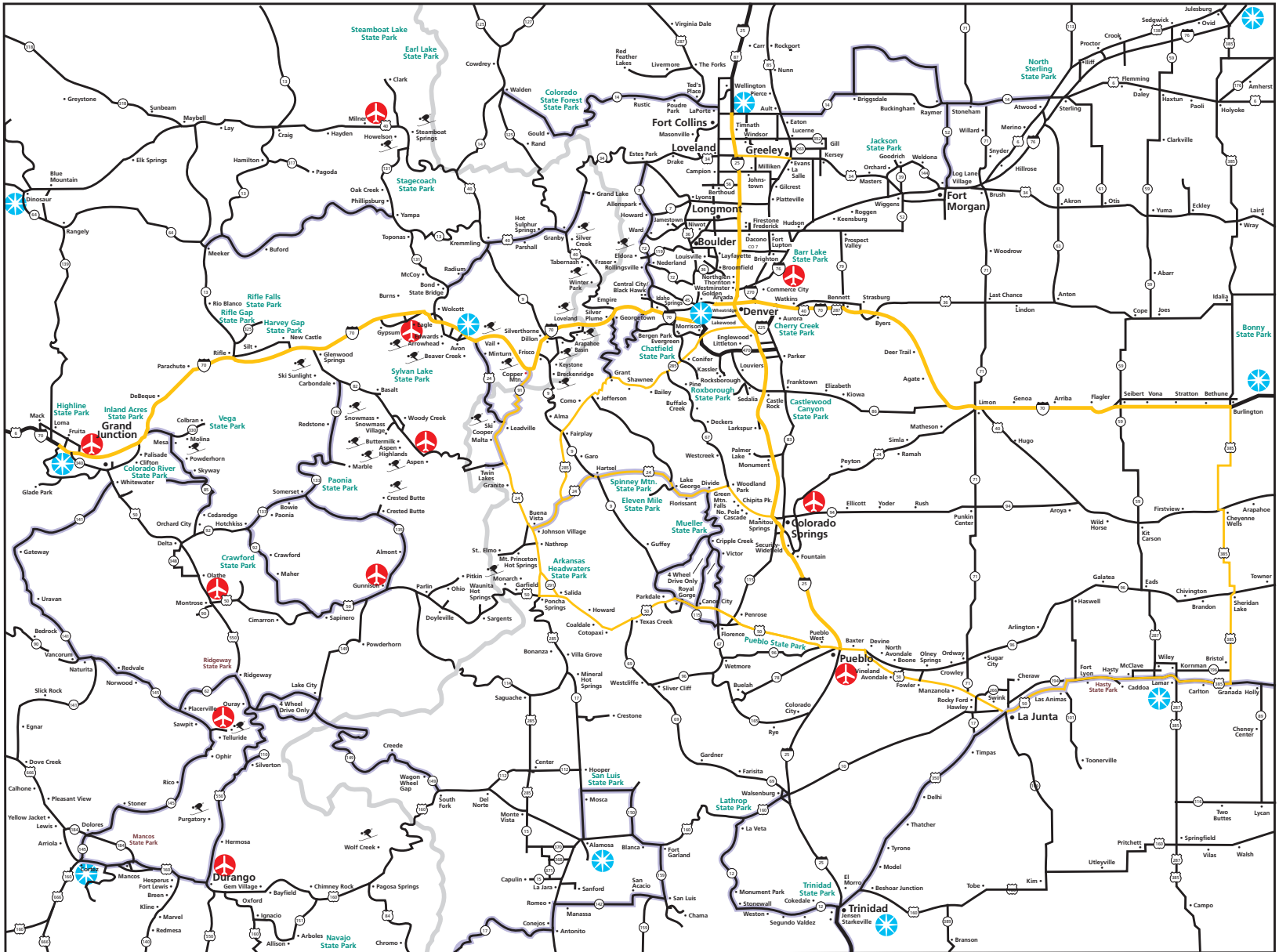


# CAC distribution network, Welcome Centers & Airports

 **DIA & Regional Airports**

 **Colorado Welcome Centers**

 **Explore Colorado Network**





COLORADO ACTIVITY CENTERS, INC.

721 Granite St., Suite 206  
P.O. Box 129, Frisco CO 80443  
970-668-5259



## Colorado Activity Centers, Inc rack at Denver International Airport



**Colorado Activity Centers, Inc.**  
**Balance Sheet**  
 As of May 31, 2016

May 31, 16

<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
1010 - Cash - Bank of Colorado	2,053.98
1015 - Cash - US Bank	1,174.02
1016 - Savings (US)	7,000.11
1020 - Cash - Wells Fargo	4,771.16
1021 - Savings (WF)	25,501.38
1055 - Cash Petty	50.00
<b>Total Checking/Savings</b>	<u>40,550.65</u>
<b>Other Current Assets</b>	
1100 - A/R - Trade	96,097.03
1120 - A/R - Other	26,177.40
1180 - Employee Advances	75.00
<b>Total Other Current Assets</b>	<u>122,349.43</u>
<b>Total Current Assets</b>	<u>162,900.08</u>
<b>Fixed Assets</b>	
1200 - Furniture & Fixtures	2,769.00
1300 - Mailing Equipment	650.00
1400 - Vehicles	79,745.35
1500 - Display Racks	31,813.00
1600 - Accumulated Depr	-60,341.10
1650 - Accum Ammortization	-7,196.00
1850 - Loan Fees	7,196.00
<b>Total Fixed Assets</b>	<u>54,636.25</u>
<b>Other Assets</b>	
1800 - Basis Adjustment	2,892.08
1900- Loans to Stockholders	153,311.14
1905 - Balance Fwd Loans	6,217.81
<b>Total Other Assets</b>	<u>162,421.03</u>
<b>TOTAL ASSETS</b>	<u><u>379,957.36</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
Accounts Payable	54,690.60
<b>Total Accounts Payable</b>	<u>54,690.60</u>
<b>Other Current Liabilities</b>	
2150 - FICA Payable	618.21
2160 - F/W Tax Payable	540.00
2170 - C/W Payable	40.00
2190 - Payroll Taxes Payable	0.00
2192 - Payroll Liabilities	0.00
2193 - Payroll Liabilities	763.12
<b>Total 2192 - Payroll Liabilities</b>	<u>763.12</u>
<b>Total Other Current Liabilities</b>	<u>1,961.33</u>
<b>Total Current Liabilities</b>	<u>56,651.93</u>
<b>Long Term Liabilities</b>	
2312 - N/P - Vans	29,124.41
2325 - N/P - TB	8,651.76
<b>Total Long Term Liabilities</b>	<u>37,776.17</u>

2:25 PM  
06/30/16  
Cash Basis

Colorado Activity Centers, Inc.  
**Balance Sheet**  
As of May 31, 2016

---

	<u>May 31, 16</u>
Total Liabilities	94,428.10
Equity	
2800 - Retained Earnings	88,785.05
2900 - Add'l Pd in Capitol	153,882.22
Retained Earnings	25,651.09
Net Income	17,210.90
Total Equity	<u>285,529.26</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>379,957.36</u></u>



**Colorado Activity Centers, Inc.**  
**Profit & Loss**  
 January through May 2016

	Jan - May 16
<b>Income</b>	
3010 - Distribution - Resort	37,259.83
3030 - Distribution - Explore	66,068.00
3095 - Distribution - DIA	39,971.75
3200 - CAC Website	20,574.59
3220 - CVP Winter	50,245.00
3230 - CVP Summer	83,443.20
3330 - Estes Park Planner	28,919.46
3340 - Summit County Guide	10,695.00
3410 - All Aboard	22,970.62
3420 - Royal Gorge Guide	16,639.95
3430 - Mesa Verde Guide	12,050.00
3460 - Ft. Collins Guide	27,023.10
3470 - Vail Guide	2,201.00
3480 - Lake County Guide	33,012.40
3900 - Finance Charge	189.13
3910 - Other Revenue	265.94
<b>Total Income</b>	<b>451,528.97</b>
<b>Cost of Goods Sold</b>	
4000 - Cost of sales	3,375.72
4095 - COS/DIA	19,091.98
4200 - COS/CAC Website	23,771.75
4220 - COS/CVP Winter	39,227.60
4230 - COS/CVP Summer	26,285.33
4330 - COS/Estes Park Planner	14,896.14
4340 - COS/SC Guide	28,628.65
4410 - COS/All Aboard	22,202.77
4420 - COS/Royal Gorge Guide	3,734.02
4430 - COS/Mesa Verde	1,040.50
4460 - COS/Ft. Collins Gde	10,503.01
4470 - COS/Vail Guide	256.75
4480 - COS/Lake County Guide	7,441.08
<b>Total COGS</b>	<b>200,455.30</b>
<b>Gross Profit</b>	<b>251,073.67</b>
<b>Expense</b>	
5000 - Wages	
5030 - Wages/Resort	13,440.00
5035 - Wages/Corridor	17,600.00
5070 - Wages/Creative	30,795.00
5085 - Wages/Special	0.00
<b>Total 5000 - Wages</b>	<b>61,835.00</b>
5090 - Payroll Taxes	9,187.27
5100 - Professional Fees	
5101 - Accounting	924.29
5102 - Legal Fees	500.00
5100 - Professional Fees - Other	6,448.81
<b>Total 5100 - Professional Fees</b>	<b>7,873.10</b>
5110 - Contract	
5111 - Contract/Outside Sales	22,126.36
5112 - Contract/Web	5,285.00
5113 - Contract/Distribution	1,206.25

## Colorado Activity Centers, Inc.

## Profit &amp; Loss

January through May 2016

	<u>Jan - May 16</u>
5115 - Contract/Mgt	46,275.35
Total 5110 - Contract	74,892.96
5120 - Rent	15,357.65
5125 - Utilities	3,268.57
5130 - Administration	
5131 - Bank Service Charges	82.47
5132 - Equipment Leases	2,155.82
5134 - Mgt	1,977.16
5130 - Administration - Other	3,319.88
Total 5130 - Administration	7,535.33
5135 - General Supplies	302.03
5140 - Telephone	3,620.48
5150 - Postage and Delivery	1,168.89
5155 - Postage/fulfillment	6,800.00
5160 - Interest Expense	
5161 - Finance Charge	38.61
5162 - Loan Interest	1,256.02
5160 - Interest Expense - Other	689.54
Total 5160 - Interest Expense	1,984.17
5170 - Insurance	
5171 - Work Comp	1,750.00
5172 - Owners Life	3,341.15
5170 - Insurance - Other	3,383.12
Total 5170 - Insurance	8,474.27
5180 - R & M	102.08
5190 - Miscellaneous	124.08
6200 - Travel/Sales	
6201 - Sales travel	42.34
6205 - Mgt Tvl	2,099.47
6210 - Sales Supplies	1,023.23
6220 - Advertising/Contribution	415.00
6230 - Dues and Subscriptions	234.35
6200 - Travel/Sales - Other	4,435.91
Total 6200 - Travel/Sales	8,250.30
6240 - Meals/Tvl.Sales	2,383.48
6400 - Distribution Expense	
6405 - Dist Expense/Resort	2,193.52
6410 - Dist Expense/Corridor	7,338.66
6420 - Magazine Distribution	1,306.20
Total 6400 - Distribution Expense	10,838.38
6440 - Meals/Dist	3,025.37
6450 - Automobile Expense	6,839.36
Total Expense	275,262.77
Net Income	<u>17,210.90</u>



**COLORADO ACTIVITY CENTERS, INC.**

721 Granite St., Suite 206  
P.O. Box 129, Frisco CO 80443  
970-668-5259



---

Personal Resume

**Michael J. Campbell**

P.O. Box 129  
Frisco, CO 80443

Cell: 970.390.4841  
mcampbell@coloradoinfo.com

**Education**

Degree in Finance, *Northern Illinois University*, Graduated 1968

**Military**

*U.S. Army*, Active Duty, Administration, June 1968-June 1970

**Work Experience**

*Glory Hole Lodge*, Aspen, CO, June 1970 – November 1973

*Aspen Skiing Company*, Buttermilk Ski Rental Shop, Assistant Manager,  
Seasonal, November 1973 – April 1976

*Salomon/NA* – Technical training instructor, August–October 1975

*Aspen Activities Center*, Co-founder/Partner, Sales/Admin/ Accounting responsibilities  
April 1976 – January 1981

*Colorado Activity Centers*, Founder, Sales/Distribution/Admin/ Accounting...,  
November 1980 – present

**Volunteer Experience**

*Summit County Fair/Rodeo* – Chairman of Board/Manager  
September 1996 – September 2003

*USSA/Rocky Mountain Freestyle* – Head Starter for all Colorado competitions – RM Division,  
NorAm's, Junior Olympics  
Seasonally December – April, 2004 - 2010



Lauren Forcey

Mobile: 570.220.0678 / Mail: 63 Idlewild Dr., Dillon, CO 80435  
Email: Lauren4c@gmail.com / Web: www.coroflot.com/lauren4c

## PROFESSIONAL EXPERIENCE

**Creative Director, Colorado Activity Centers, Inc., Frisco, CO**

*Mar. 2009 - Aug. 2012, Feb. 2014 - Present*

Manage the production and design of ~12 large annual travel guides for the state, and for numerous tourism entities within Colorado. Attend client meetings, assign incoming work and oversee all print and web projects throughout the company. Manage freelance and contract designers, and also hire and train new employees. Choose topics and photos for editorial stories, edit all publications, and write content as needed. Maintain strong relationships with clients and vendors. Managed new website development (launched July 2015), including review of RFP submittals, design of information architecture, layout, UI, as well as design and graphics creation for ColoradoInfo.com.

**Photographer & Designer, DownhillColorado.com, Dillon, CO / June 2013 - Present**

Photograph enduro, downhill and other bike-centric events around Colorado and Utah. Coordinate event travel plans with other photographer. Shoot photos in hike-in and bike-in-only terrain. Edit photos in Lightroom or Photoshop and post online in a timely fashion.

**Marketing & Sales Support, Backcountry Brewery, Frisco, CO / September 2012 - January 2014**

Plan, schedule and coordinate event participation, as well as work events; including, prep, set up and tear down. Create and edit marketing materials. Update and interact on social media platforms, update and create website content including articles and photographs. Also: brewery supplies ordering, beer bottling, beer tastings, sales & account maintenance.

**Sales & Interior Designer, Brooks Furniture & Design, Silverthorne, CO / October 2008 - March 2009**

Provided excellent customer service and design expertise to customers. Used internal computer system to track inventory and place orders. Assisted in organizing and maintaining a clean and well-designed store.

**Graphic Designer, Fameco Real Estate, Plymouth Meeting PA / November 2005 - August 2008**

Created brochures, mapping materials and other marketing tools for retailers such as Best Buy, Staples and Wal-Mart. Edited company web site and kept all pages up to date. Assigned incoming work from satellite offices.

**Web Image Editor and Manager, Lenox, Langhorne PA / August 2005 - October 2005**

Involved in image mapping and database management. Color corrected, re-sized, silhouetted and retouched product photos for the Lenox web site.

## EDUCATION

**B.S. in Graphic Design Communication, Philadelphia University, Philadelphia PA / 2001 - 2005**

## TRAINING

**Dreamweaver Web Site Development, Brookwood Media Arts, Lower Gwynedd PA / February 2007**

## DESIGN/COMPUTER SKILLS

Proficient in Adobe InDesign, Illustrator, Photoshop, Lightroom, Dreamweaver, Microsoft Office, Photography: digital, 35mm, black & white photography and studio, with a focus on action/sports photography. Can work in both Mac and PC platforms.



## BottomLine

BottomLine LLC helps businesses manage their online marketing presence. Our extensive expertise in digital marketing enables clients to target customers through search, social and content networks via text, mobile, banner and video ads online. We also can help reach coveted audiences through geographic and demographic targeting utilizing conversion tracking and linking analytics. As our customized, integrated marketing campaigns generate outstanding results for your specific company and industry (no cookie-cutter solutions here), the impact goes straight to your bottom line. This is how you can grow your business. This is the advantage of BottomLine LLC.

**Michelle Sendor, Digital Marketing Manager** – Michelle holds a B.S. from University of Southern California's renowned Marshall School of Business with an emphasis in Marketing. Michelle is a certified Google AdWords Partner and an accredited Microsoft Advertising Professional. Her extensive expertise in digital search marketing enables clients to target customers through search and content networks, as well as reaching coveted audiences. Her vast experience in Social Media, Search Engine Optimization, website CMS management and paid search marketing has helped clients find their return on investment through multiple targeted channels.

Michelle provides electronic solutions that enhance and support marketing efforts by tracking analytics, goals and cost-per-lead conversions. She provides her clients with verifiable proof that their marketing dollars are being spent on self-qualifying leads ensuring predictable results. She has partnered with Colorado Info to play an integral role in their digital services.

Michelle's specialties and experience include:

- Search Engine Marketing Specialist
- Online Media Manager
- Social Media Manager
- Certified Google Pay-Per-Click Manager
- Certified adExcellence Member (Microsoft/Bing/Yahoo)
- Content Manager with the ability to update several Content Management Systems including Drupal and Wordpress
- Currently owns and operates a local online business, managing multiple SEM & SMM accounts
- Holds a BA from the University of Southern California, Marshall School of Business, Marketing emphasis

Alpine PC Inc  
dba Alpine PC and MAC  
Bill Lansdowne (Computer Consultant and President)  
12 Flat Top  
Edwards CO 81632  
(970) 485 – 2800  
Friendly Service since 1995  
[bill@lansdownecomputers.com](mailto:bill@lansdownecomputers.com)  
[www.lansdownecomputers.com](http://www.lansdownecomputers.com)

Alpine PC and MAC has been serving the needs of businesses, both large and small, for over a decade. Alpine PC and Mac serves Eagle County and Summit County with dependable and speedy computer repair service, network setup and maintenance, programming assistance, and customized user training. Bill Lansdowne specializes in customer service. Being the Owner / President of Alpine PC Inc and primary Computer Consultant, Bill Lansdowne is committed to delivering unparalleled service. Alpine PC Inc is a trusted name in computer support, maintenance, and repair. We guarantee our work!

Bill Lansdowne began building and repairing computer systems for Electronic Data Systems in the early 90s. Bill graduated from Indiana University of Pennsylvania with a Bachelor of Science Degree in Computer Science in 1987. He graduated from the prestigious Electronic Data Systems System Engineer program in 1992 after being transferred around the United States from Texas to New Jersey. Bill then moved to the mountains of Colorado and established Alpine PC in 1995 to serve Summit and Eagle County Colorado. Soon, word of his outstanding service spread and Bill could hardly keep up with demand. He credits his achievement of earning the Eagle Scout award for providing him a love of mountain living and his commitment to customer service. He credits his achievement of a Computer Science degree which provided the foundation to meet the changing demands of computers both PCs and MACs now and in the future.

Business Liability Coverage of \$2,000,000 is provided by State Farm Insurance Policy 96-B8-Z991-8. No claims have been made to date with automatic renewal.

Participating Business member of the Vail Valley Partnership community development organization (VVP).

Participating Business member of the People We Trust Organization (PWT).

Alpine PC and MAC is conveniently located in Edwards in the Miller Ranch subdivision. Sales Tax license 02521100-001. Alpine PC and MAC also provides onsite computer consulting service for both homes and businesses. FEIN 84-1493312



# VAIL MOUNTAIN LODGE

June 27, 2016

Town Council  
Town of Vail  
75 South Frontage Rd.  
Vail, CO 81657

To Whom It May Concern:


I have become aware that Mike Campbell of Colorado Activity Centers will be bidding to operate the Visitor Centers in Vail and LionsHead. I have known Mike well and worked with his company on numerous occasions in the past, both as president of Vail's Tourism and Convention Bureau, and as the General Manager of several Vail hotels and Condominium projects.

As a long-time supporter of Colorado tourism, and the statewide efforts to promote Colorado year-round, Colorado Activity Centers has been on the forefront of information dissemination and visitor information products for the past 30+ years. The Visitor Guides produced by this group have been very consumer-oriented, telling the story of Colorado Tourism in concise, easy to use formats that have changed as technology has become more prevalent as a tool to tell our story. The cooperation between Colorado Activity Centers and Chambers of Commerce and Visitor Bureaus statewide has given Mike a wealth of experience in dealing with the unique needs of these entities in promoting their individual business members in a fair and equitable way.

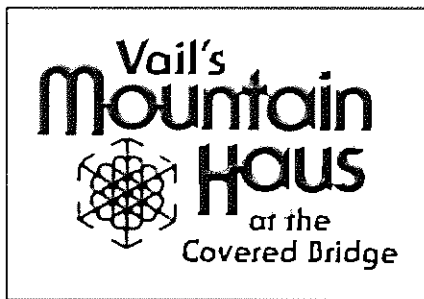
I believe that Mike and his company would be uniquely qualified to move Vail's Visitor Centers into the forefront of hospitality offerings statewide.

If you have any specific questions regarding the business practices or consumer focus of Mike Campbell and his crew, please do not hesitate to contact me.

Sincerely,



Frank W. Johnson  
General Manager



292 East Meadow Drive, Vail, CO 81657 – 800-237-0922

[www.mountainhaus.com](http://www.mountainhaus.com) – [sales@mountainhaus.com](mailto:sales@mountainhaus.com)

June 29, 2016

To Whom It May Concern:

It is my pleasure to write this letter of recommendation for Michael Campbell. I have worked with Michael and the Colorado Activities Center for over 15 years and cannot say enough. The innovative marketing programs and continually adapting to changes over the years have been impressive.

Michael is an absolute joy to work with. He has always been pleasant and courteous to our staff and customers. He is always professional with the character and qualities that Colorado Activity Centers is lucky to have.

We have greatly appreciated Michael's professionalism and hard work and look forward to working with Michael for many years to come.

Sincerely,

A handwritten signature in black ink, appearing to read "Matt Drummet".

Matt Drummet

Director of Sales & Marketing

Vail's Mountain Haus





July 1, 2016

To the Town of Vail,

I am writing this letter to recommend Colorado Activity Centers and Mike Campbell to take over the operation of the Vail Information Centers.

I have personally known Mike for over twenty years and I believe that his team would bring a professional and friendly management style that would make all new visitors feel welcome when they arrive.

Sincerely yours

A handwritten signature in black ink, appearing to read "John Everly", with a stylized flourish at the end.

John Everly

General Manager

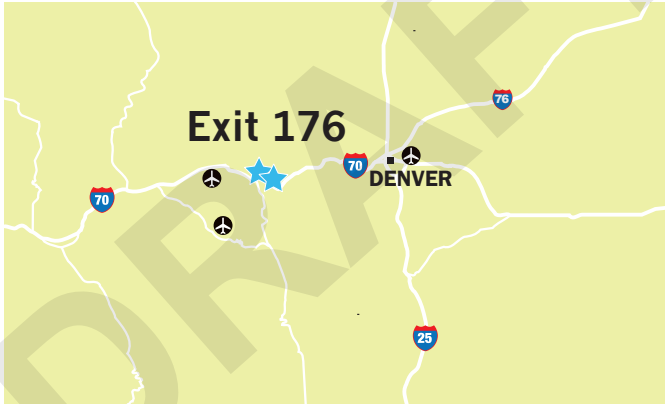
Christiania Lodge

**BROCHURE DRAFT**

**Front**

*WIN A VAIL  
GETAWAY AT  
EXIT 176*

Stop by the Welcome Centers in Vail to plan your trip, find the perfect restaurant, or organize your next adventure. Talk to locals that live and work in paradise. While you're there, register to win a Vail Getaway experience!



**Vail Village Welcome Center**

970-476-4790

Vail@vailinfo.org

Vail Welcome Center 241 South Frontage Rd., Suite 8150 Vail, CO 81657

**Lionshead Welcome Center**

970-479-4941

Lionshead@vailinfo.org

Address: Lionshead Welcome Center  
395 East Lionshead Circle Vail, CO 81657

Map & Directions on the reverse side.



**Back**

