

Donovan Pavilion Management, Inc.
PO Box 6499
Vail, CO 81658
970-376-3756

July 28, 2016

Suzanne Silverthorn, Director of Communications
Town Manager's Office
75 S. Frontage Road
Vail, CO 81657

Re: Management of Town of Vail Welcome Centers, the Volunteer Community Host Program
and Guest Welcome Services Program

Dear Suzanne:

Attached please find our presentation of Phase II of the Management of Town of Vail Welcome
Centers, Community Host and Guest Welcome Services Program response to the RFP.

Our team is confident we can assemble a staff of dynamic, engaged and enthusiastic individuals
who are eager to learn and deliver the customer service your organization is seeking. We
appreciate the opportunity to review and learn more about the Welcome Center and Guest
Service operations and the possibilities for our community and our guests.

We have proudly represented this organization through the management of the Donovan
Pavilion and Grand View, resulting in a proven track record of guest service through the hosting
of hundreds of events over a decade.

We appreciate your consideration.

Best Regards,

Laurie Asmussen
Owner, Donovan Pavilion Management, Inc.

A proposal regarding Management of Town of Vail
Welcome Centers, the Community Host Program and
Guest Welcome Services Program – Phase 2



Donovan Pavilion Management, Inc.

Laurie Asmussen, Owner

(970)376-3756

July 28, 2016

EXECUTIVE SUMMARY

Our Phase 2 proposal will outline our ideas to *Redefine Welcome*

PROPOSED BUSINESS PLAN

✦ Welcome Center Operations and Staffing

Welcome Center Hours of Operation and Seasonal Staffing:

High season:	Winter: (Jan 1-April 20; Nov 15-Dec 31)	8:00 am – 7:00 pm
	Summer: (May 28-Oct 10)	8:00 am – 7:00 pm
Shoulder seasons:	(April 20-May 28; Oct 10-Nov 15)	8:30 am – 5:00 pm

Guest Services Staff Schedule and Compensation:

A minimum of Two Guest Services representatives at each Center during High seasons
Community Hosts scheduled according to day (holidays, bookings, time of year, etc.)

- One per Center during Shoulder seasons
- Operations Manager on-site
- Additional staffing as needed for event bookings
- Guest Services staff: Starting pay \$16/hour

Guest Services Scheduling and Services provided:

- Two Guest Services representatives at each location during high season both summer and winter seasons.
- Community hosts scheduled daily during high seasons.

- Review host benefits program and adjust accordingly. Review findings and ideas with Town management.
- Services include greeting and assisting guests with a variety of Town-related questions; draw from extensive training to assist guest with technology products or way finding tools that direct guests to various attractions and businesses within Town.
- Creation of a Staff Communications Plan where all staff is issued a radio to allow inter-staff communication between all team members between Villages, Welcome Centers, Hosts out on the streets and Vail Resorts in some instances. Incorporation of a Communications Plan in the event additional staff are needed in a situation that arises during any given day.
- A combination of both placement of a brightly-colored umbrella table and banner on street level in both Vail Village and Lionshead to make the Hosts and Staff stand out to guests. Staff would be outfitted in crisp uniforms/nametags to distinguish them during both winter and summer seasons.

Staff Uniforms

- Staff will be supplied seasonal uniforms that reflect brand guidelines and compliment Vail Resorts Guest Services Uniforms
- All employees are expected to be well-groomed and uniforms fresh for the day

✘ Recruiting, Retaining, Managing, Optimizing Paid and Volunteer Staff

Staff Recruitment and Retention:

Our goal is to hire a staff who possess attributes and values that align with the Town of Vail Action Plan:

- Enthusiasm and willingness to learn
- Positive attitude and desire to share experiences with others
- Goal-oriented individual
- Sincerity in their desire to represent the Town and in their information delivery
- Guest services/customer service experience
- Positive employment references

- Resident of Eagle County/experience working in Vail
- Ensure buy-in of Town of Vail culture
- Multi-lingual staff is especially attractive for the Guest Services program
- Engaged in outdoor recreation, area amenities and variety of community programs

Internship Program

Our team will incorporate a paid Internship program open to college students from across Colorado for students majoring in Hospitality and Tourism-based programs. Interns will be part of our Guest Services staff during school breaks, all seasons. It is our belief that the diversity of our staff will be beneficial in the incorporation of new technologies within the Welcome Centers and offers additional alternatives to our Guest Service programs.

Staff Training Module

Staff training will follow the following schedule:

- Group training – three days
- One-on-one training
- Shadow Supervisor
- Shifts vary in order to gain overall training
- Empowerment to make decisions in absence of supervisor
- Ongoing customer service training on quarterly basis
- Staff will be trained to use radio communication in order to communicate other team members
- Management will coordinate staff training program with other TOV entities to teach Welcome Center staff how to adapt and react in a variety of guest service situations and emergencies.

Examples of risk management situations could include:

- In the event of an emergency
- Additional guest service situations or guest directives
- Assistance with traffic control
- Weather situations or weather-related emergencies
- Additional risk management situations that may arise

Performance Measurement Model

- Initial performance review within 30 days of hiring
- Seasonal reviews
- Measurement made by Guest Feedback initiatives/observations

✦ Staffing Plan for Host Program

Host Program Staffing:

- Staffing during high season on a daily basis, both summer and winter seasons
- Work with hosts on strengths to provide quality guest service and schedule accordingly

Host Responsibilities and Duties:

- Community host presence remains an important part of the Guest Services program. Duties include greeting and assisting guests, conducting digital data collection of guest questions and comments. Incorporate additional one-on-one customer service training and draw from hosts variety of experience and expand duties as able.
- Determine and encourage empowerment of hosts while on shift to make independent decisions to assist guests in a variety of situations. Incorporate criteria for hosts to follow in order to present guest with a variety of solutions and problem-solving.
- Review host benefits program and adjust accordingly. Review findings and ideas with Town management.

Staffing Communications Plan:

Upon check-in for their shift, all staff is issued a radio to allow inter-staff communication between all team members between Villages, Welcome Centers and Hosts out on the streets. We would incorporate a Communications Plan in the event additional staff are needed in a situation that arises during any given day.

Staff will use radio communication in order to communicate other team members. Management will coordinate staff training program with other TOV Departments and Supervisor will communicate with Vail Resorts Guest Services by radio or other means. to teach Welcome Center staff how to adapt and react in a variety of guest service situations.

✦ Developing and Delivering Customer-centric Service and Programs

Reflecting Goals of Town Council:

The staff of Donovan Pavilion Management prides themselves as stewards of both the facilities they represent for the Town of Vail. In every way we interact with clients of the Grand View

and Pavilion, we keep the Town of Vail ideals and culture in the forefront of our minds. We would treat representation at the Welcome Centers and through the Guest Services program in the same manner.

All operations will be based on the culture present at the Town of Vail. Our goal is to assemble a staff who:

- Adopts the attitude of representing the Town in every interaction, be it guest or resident
- Listens to the guest and anticipates their needs
- Offers a variety of solutions that will satisfy the guest needs
- Clearly communicate the solutions to the guest in a respectful manner
- Thanks the guest for their choice to visit Vail and encourages them to return

Referral Plan:

Our operation currently practices a Vail-only referral service for guest services. We are confident we can assemble a staff that will deliver superior guest service and working knowledge of Vail-based businesses and the services they offer.

We currently collaborate with a number of Vail businesses through our operations at the Donovan Pavilion and the Grand View. We believe we can positively impact our guests and direct them to having a great experience while they are here.

Development and Implementation of Training Program for all staff:

Management will review TOV standards for training with human resources department in order to ensure Welcome Center staff and volunteer training mirrors TOV staff training.

Development of a training program empowering staff to make decisions in direct relation to the culture of the Town of Vail.

Establish and maintain a Short-Form Database to capture Visitor Information:

Welcome Center staff and volunteers will use several tools to ensure guest information is included in a database.

- 1) iPads will be supplied to Guest Service staff and Community Hosts to capture guest information digitally while working out in Villages allowing walk and talk interaction with guests
- 2) Programming within Welcome Center computer kiosks to allow guests to enter their own information and answer visitor questions
- 3) Chatbox Destination Management program allows for guest data capture digitally via a Mobile Texting Program

- 4) With the addition of digital technology outlined above, we are able to create and manage a data system that will allow for post-visit guest surveys and ongoing communication with our guests.

Ensure training and Optimal Use of Technology and Tools located within Welcome Centers:

Staff training will include use of existing Technology and Tools located within the Welcome Centers. Additional training will take place on Vail Apps and incorporation and programming of iPads that allows for digital capture and evaluation of guest information

Delivery of Daily Guest Services with Welcoming, Personalized Assistance that reflects Vail brand:

Our focus will be on hiring individuals who possess characteristics and values that align with the Town of Vail attributes. Focus on diversity, multi-lingual and varied age groups in order to identify and communicate guest needs.

Guest services staff will encompass diverse age groups and diverse experience on the job to better anticipate guest needs and fulfill their needs in a timely, concise and professional manner. We intend to dip into the community to incorporate college-age, Community members seeking part time employment, people with an upbeat personality who are engaged in the community and who embrace and appreciate our outdoor environment.

Assemble, produce and regularly update a Master Calendar and Guest-related materials and Guest Services staff communication of the Calendar:

Regular communication with various entities to gather information will be paramount in maintaining an accurate and complete master calendar. Those entities include Town of Vail special events coordinator, event producers, Vail Recreation District, non-profit organizations, Town of Vail departments, lodges, spas, athletic clubs, restaurants and clubs. Master calendar management and printing of pocket-sized calendars and posters to be placed within Welcome Centers will be done. Digital placement of event schedules will be placed according to Town of Vail directive.

All staff will receive updated calendar information at the start of each shift in order to ensure knowledge with working with guests.

Creation of Customer Relationship Management Programs that encourage: Social Media engagement:

Create "Selfie" photo area of Vail background and encourage guests to post submissions within Welcome Centers themselves on media walls for global sharing. This includes submissions with "hashtags" and uploads to social media, like Facebook, Instagram, and Twitter. The global sharing will allow anyone to look at the "hashtag" and link to Vail.

Wine and Cheese Receptions

Management of a master event calendar within each Welcome Center to host a wine and cheese reception during high season. All guests of Town of Vail will be invited and welcome to attend. The events will feature local business owners who will be invited as guest speakers for opportunity to spotlight their programs and services.

- Schedule at 4 pm in the Winter or 5 pm in the Summer seasons
- Crucial to our business plan is the relationship between the Welcome Centers and local businesses

Relocation of Vail Resorts Lost & Found Program

Lionshead Welcome Center could support the relocation of the mountain Lost and Found program to allow for greater visitation numbers into the Welcome Center. Support of the existing inventory program and the addition of our digital/text customer service program could support this activity.

Provide recommendations on creative and novel programming in Welcome Centers that support Town's objectives:

There will be displays placed in each Welcome Center to support current Town of Vail objectives. The displays would promote and encourage attendance at various Town programs and events. The schedule of displays will be managed through the Welcome Center program and Town of Vail programs will receive first priority on the schedule.

Building and Nurturing Relationships with Vail Community

Creation of Partnerships and Alliances with Community Organizations to Outline Approach and Systems for Ensuring Positive Working Relationships within Vail:

Regularly scheduled meetings with various Town committees including:

- Town Management (monthly)
- Vail Resorts Guest Services (quarterly)
- Vail Chamber (attend Board meetings and meet Director in person)
- Vail Valley Partnership (quarterly)
- Event Promoters (individually)

The purpose is to see how the Welcome Center operation and staff can best-support their efforts and work on improvement of services. Regular attendance at Vail Local Marketing District Advisory Council, the Commission on Special Events and at various Town-related meetings will assist management in identifying ways more collaboration can take place.

We welcome suggestions on how to improve Guest Service at any time.

Engage with Brand Implementation Efforts led by Vail Local Marketing District to integrate brand through all communications and social media channels:

Attend meetings and confirm brand efforts are realized throughout Welcome Center operation including in all communication, digital platforms, signage and printed material on a regular basis. Adjust plan according to direction by Vail Local Marketing District Advisory Council.

Coordinate with other Guest-focused initiatives directed by Town of Vail:

Ensure Welcome Center operations complement and support various department initiatives and celebrate success of Town of Vail programs and initiatives.

Act as a representative of Town of Vail in all interactions with Vail community positively reflect the Town of Vail:

All staff will embrace the Town of Vail culture in all guest service interactions, both with guests and residents alike.

 **Maintaining Appearance of Welcome Centers**.....

We are stewards of the Town of Vail facilities we manage. We take a particular pride in the ability to make sure each facility is managed the “Vail way”.

We have regular communication with the Public Works facilities team of the Town, making sure equipment and operations are working properly. We notify Public Works management via their online Facility Management software to report items needing repaired.

We work closely with our cleaning service to ensure if there are extra cleaning duties needed (floor waxing, carpet cleaning, etc.) that it is taken care of. We have systems in place to manage event bookings that are easily transferred into the Welcome Center operation.

Staff Uniforms

Seasonal uniforms that reflect brand guidelines and compliment Vail Resorts Guest Services Uniforms will be issued to all staff.

Staff are required to be well-groomed and uniforms crisp and fresh for their shift

Recommended Technology Upgrades:

- Installation of Cell Phone charging stations within each Welcome Center
- Purchase of iPads for Guest use within Welcome Centers and for staff use out in Villages
- Sign on with Chatbox as a digital communication system to compliment Vail App
- Purchase of Radios for staff use and communication with Vail Resorts Guest Services team

Lodging Services:

- Work closely with the Vail Valley Partnership to form a Vail-only lodging booking system that will be available to visitors within the Welcome Centers at kiosks or that will allow our Guest Services agents to book for the guest. Availability and rates will be available, allowing our staff to book a room immediately.
- This service allows us human interaction with the guest and offers fantastic deals in our Vail properties for our visitors at the last minute.

Additional Guest Initiatives:

After-Hours Event Programming:

Creation of a revenue stream within the Welcome Center spaces for evening rentals for programmed events.

Each Welcome Center will be marketed based on capacity and program needs in order to expand facility programming with the Town of Vail.

Possible programming could include: Event participant check-in, seminars and educational programming, local non-profit informational programming, event preview locations, various Clubs and organizational meetings, or Homeowner meetings.

Developing and Implementing a Performance Measurement Model for Individuals and Staff

We will implement and measure the following:

- Staff ability to follow a set protocol when dealing with guests both within the Welcome Center and out in the Villages
- Measure ability to gather guest information and accurately report the information
- Ability to conduct intercept studies with guests
- Accurate count and reporting of guests served
- Management will continually spend time in the Villages observing guest behavior and offering suggestions for adjustments to programs
- Regular meetings with Vail Resorts Guest Services will allow for quick adjustment to program efforts in order to make contact with more guests

Management Model

Laurie Asmussen, Owner
General Manager of Welcome Center and Guest Service operations

Mindy McNitt, Operations
Training, scheduling, assist in recruitment efforts

Welcome Center Manager
Oversee all day-to-day operations and work within both Centers

PROPOSED COSTS AND APPENDICES

Below is an anticipated Operating Budget for the program outlined:

Staff salaries & wages (Supervisors(s) plus hourly staff)	\$192,788
Payroll taxes and overhead	19,278
Management fee	70,000
Host Program	24,000
Accounting/bookkeeping	3,500
Office Expenses	8,000
Uniforms	TBD*

New Program expenditures:

Technology	\$10,000
Guest receptions/supplies	15,000
Coffee kiosk supplies	15,000

Furniture/Carts: Coffee kiosks	TBD*
Staff radios	TBD*

*Based on budget allowed for new initiatives

SUMMARY

Our team is excited to Redefine Welcome for the Town of Vail. This will be accomplished through hiring enthusiastic and diverse Staff and Community Hosts, the addition of technology as well as using the Welcome Centers as gathering places to spotlight community strengths. We look forward to effectively utilizing the existing technology resources with an eye toward expansion. Key to our operation is our relationship between the business community and our vision for the Town.

**A proposal regarding Management of Town of Vail
Welcome Centers, the Community Host Program and
Guest Welcome Services Program**



Donovan Pavilion Management, Inc.

Laurie Asmussen, Owner

(970)376-3756

July 1, 2016

EXECUTIVE SUMMARY

To successfully establish a plan to provide exemplary customer service resulting in guest satisfaction to guest loyalty in alignment with the Guest Enhancement Initiative.

The primary focus will encompass:

- Professional, positive staffing initiatives aimed at retaining and rewarding good employees in the Welcome Center Operations
- Positive and effective Community Host volunteer management
- Implementation of programs and efficient systems and procedures aimed at premiere customer service with the goal of increasing customer satisfaction
- Sound financial management of Welcome Center operations and Community Host Program with the goal of maximizing return on investment while improving the involvement/fit into the Guest Enhancement Initiative
- Collaborative programs with a host of local partners including Vail Resorts, the Vail Chamber and the Vail Valley Partnership, aimed at involving Vail businesses with guest interaction and Welcome Programs

COMPANY OVERVIEW

Donovan Pavilion Management, Inc. was established in August, 2003 to serve as the management company for the Donovan Pavilion, Vail's premiere event facility. Owned by the Town of Vail, the Donovan Pavilion hosts an average of 120 events annually. The events hosted at the Pavilion consists of wedding receptions, community and corporate events. In 2013, Donovan Pavilion Management, Inc. received the management contract for The Grand View, located in Lionshead, which also hosts over 120 events per year, the majority of which are local groups and meetings.

Over 65% of the events taking place at the Donovan Pavilion consist of guests visiting the area.

The Donovan Pavilion Management Company approaches each client interaction with the following focus:

- Treat clients in a professional manner
- Provide clients with information in a timely manner
- Treat all clients equally and fairly and with the utmost courtesy
- Assist clients with planning and organization of their event
- Maintain adequate staff at all events to assist clients and attendees
- Refer clients to professional vendors located within the Town of Vail (caterers, florists, entertainment, etc.) that reflect similar vetted guest service values

In addition to the client interaction focus, the Donovan Pavilion Management staff approaches management of the Town facility with similar focus. Our maintenance areas of focus include:

- Strive to keep the Pavilion clean and orderly at all times
- Conduct appropriate maintenance of all equipment and systems on a regular basis
- Work closely with Town of Vail facility maintenance crew to keep systems working properly year-round
- Professionally clean key areas (windows, carpeting, etc.) of the Pavilion on a scheduled basis
- Keep Town of Vail management and facility crew apprised of items in need of repair in a timely manner

Sound Financial Management

Donovan Pavilion Management, Inc. will continue reporting to the Town of Vail, by preparing a monthly analysis of usage and remittance of usage fees. Sales tax will also be remitted on a monthly basis. The management company has professional accounting and bookkeeping firms at its disposal to provide monthly financial reports as well as ongoing oversight of the financial information

Management Team and Operational Infrastructure

Management Team:

Laurie Asmussen, Owner

Donovan Pavilion Management, Inc. was established in 2003.

- Maintains relationships with broad stakeholder groups and serves as primary contact with TOV management
- Works daily with operations manager to ensure seamless service of each event
- Works closely with Operations Manager on management of Community and Discounted Use events
- Analysis and management of budget operations including review of reporting to TOV through bookkeeping operations and management of revenue and operating budgets
- Performs risk management evaluation of operations
- Troubleshoots facility needs for maintenance issues and general upkeep of facilities
- Forecasts future bookings and performs rate analysis

Mindy McNitt, Operations Manager

- Primarily manages daily office management duties and works closely with Owner on event schedule management
- Serves as primary contact to clients and works closely with clients on day-to-day matters including finalizing event schedules and timelines
- Communicates facility event schedules with TOV departments and vendors
- Schedules staff event coordinators
- Computer work related to client contracts and management of payment schedules
Assists with special projects

Professional Financial Team:

Deborah J. Sheehy, CPA

Debbie has been a Certified Public Accountant since 1986, when she began her career with Ernst & Whinney in Denver. She has been practicing in Eagle County for more than 16 years. Debbie offers sound financial overview and practices for Donovan Pavilion Management, Inc. She is heavily involved in year-end review and reporting to Town of Vail Finance Director to evaluate operations.

Brian Maloney, Bookkeeper

Brian Maloney has been doing bookkeeping, accounting management and financial modeling for over thirty years. Brian has held the position of Controller at Gorsuch Ltd (Vail CO) and Accounting Manager at Shapiro Development (Avon CO). Brian D Maloney Incorporated was started November 1, 2000 providing independent bookkeeping and financial modeling services for businesses within Eagle County.

Brian manages day-to-day bookkeeping, banking and payment processing operations as well as sales tax, account reconciliations, and monthly and quarterly reporting for all business operations. Brian works closely with Debbie to ensure accuracy of reporting methods and account overview.

Legal Counsel:

Ann Hutchison, Hutchison Law Firm

Ann writes and updates client agreements and reviews regularly, based on Management Company needs for both facilities and updates verbiage as needed; Provides legal counsel to Owner on a case-by-case basis.

Insurance Agent:

Randy Goodwin, Wright Group Services

Randy reviews professional and general liability policies on an annual basis with Owner to ensure coverages receive any updates needed and are in accordance with Town of Vail guidelines in written Management Agreement.

Technology:

One Resolution, Inc., Professional Web management/Social Media platform development

The Town of Vail IT Department manages both DonovanPavilion.com and GrandViewVail.com. The Management Company and IT Department staff work together on updates to website content and creative development. All website content is integrated into TOV website master management plan.

Operational Infrastructure

Donovan Pavilion Management, Inc. will manage the Welcome Centers with similar efficiencies that take place at the Donovan Pavilion. We will incorporate the following elements:

- Emphasis on professional staff in place to address each guest's needs
- Communication with TOV staff and administration on a consistent basis
- Streamlined operational systems in place to meet guest needs
- Client information packaging to meet needs and exceed expectations
- Complete Social media monitoring

Donovan Pavilion Management, Inc. has experience with 120 clients per year at the Donovan Pavilion since 2003 plus an additional 105 clients at the Grand View since 2013. Our professional staff refers clients to various Vail lodging properties,

restaurants, and businesses. We believe in keeping the business within the Town of Vail and are successful in ensuring clients use local businesses to meet their needs.

Donovan Pavilion Management, Inc. Financial Summary

	<u>2012</u>	<u>2011</u>	<u>2010</u>
Gross receipts from actual bookings:	\$337,266	\$332,540	\$267,168
TOV reimbursement usage fee	\$247,975	\$258,983	\$200,935
TOV operating fund expenses	\$ 46,877	\$ 45,175	\$ 42,010

The balance sheet of Donovan Pavilion Management, Inc. at any point in time consists of cash balances and accounts receivable, offset by customer/security deposits, payroll liabilities and small accounts payable.

All buildings, facilities and equipment are the property of the Town of Vail, not Donovan Pavilion Management, Inc.

A list of professional references and a sampling of guest feedback is included in proposal Appendix.

GUEST WELCOME SERVICES APPROACH

“Re-defining Welcome”

 Guest Welcome Services Effort

We recommend enhancing comforts within the Welcome Centers:

- Install cell phone charging stations
- Install coffee kiosks inside each center with a variety of small snacks available as well through partnership with local coffee houses to offer a taste of their coffee and cross-promote their shop
- Create weekly wine and cheese receptions and invite local businesses to attend and talk about their services to the guests in attendance. Maintain and rotate a master schedule of speakers throughout the year

Determining Visitor/Guest needs and fulfilling them:

- Friendly greeting upon first interaction
- Clear, concise directions to restroom facilities
- Pertinent mountain information
- Pertinent bus information
- How else can I assist you today?

Community Host Program

The ideal Vail host:

- Greets guest upon meeting
- Asks guest how they may assist them
- Consistently show they are happy and excited to be representing Vail!
- Offers alternative when appropriate or simply directs guest to bus stop, etc.
- Engages guest in conversation asking where they are visiting from and is interested in the guest!
- Tells them to “Have a nice day” upon exit
- Is educated on all Vail and Eagle County have to offer

Importance of Staff Training and Interaction with Staff:

The Donovan Pavilion Management, Inc. team will interact with Staff multiple times per week, involved in the Staff operations. We propose the following scenario:

- Operations Manager will conduct initial Employee Orientation and Customer Service training
- Paid staff: Additional training in Leadership and Customer Service will be provided
- Staff will train on understanding role within Town of Vail and with stakeholders.
- Staff will train on understanding what all Vail businesses offer and how to represent them in the Welcome Centers, in addition to learning about various activities and events
- Operations Manager will meet with staff weekly as well as be available for any questions or concerns on a daily basis
- Quarterly safety meetings will be conducted with both Paid staff and volunteers

Technology

Optimal Use of Technology and Tools within Welcome Centers

We recommend installation of phone charger banks into each Welcome Center.

We recommend the purchase and installation of Ipad's for Guest use. We would program each Ipad to capture guest contact information and to conduct a survey when each Ipad is used for future programming and guest demographic information.

Use of existing technology in each center is paramount to our staff operation. We would evaluate how each is currently used to make a recommendation for moving forward.

During winter months, stream CDOT highway cams on flat screens located within each Welcome Center.

Implement Vail App for mobile phones with Welcome Center info

Investigate Chatbox.com

Concierge-based Services

All referrals, bookings, activity suggestions, commission-free reservations, and ticket sales will be a routine and large part of an employee's role under Donovan Pavilion Management, Inc. In order to represent all Vail businesses in an equitable manner, staff will qualify the customer by asking questions to best fit the visitor's needs. Staff will then provide at least 3 recommendations that fit the needs of the visitor.

The Welcome Center will create and maintain handouts or brochures representing a wide variety of Vail businesses. We will anticipate supplies for the most commonly-asked questions of where to eat, where to stay, and what to do.

We recommend lodging referrals are booked through VailonSale.com and the Vail Valley Partnership lodging program.

Establish Partnerships and Initiatives with Local Entities

Working with all entities within the Town of Vail, Vail Resorts departments and all Advisory Boards is of utmost importance in making the Welcome Center programs successful. Keeping open lines of communication in person, over the phone and via e-

mail will keep the Welcome Center staff informed of programming updates and changes as they happen.

Our team will schedule regular meetings with partners within the Town of Vail, Vail Resorts, various advisory boards and with special event promoters to see how we can best communicate and assist with the flow of information. An example of various groups would include:

- Town of Vail administration/communications office
- Vail Resorts activities desk
- Town of Vail special events department
- Town of Vail Art in Public Places
- Commission on special events funded event promoters

Brand Implementation Efforts

It will be important for our team to collaborate with the Vail Local Marketing District regarding brand implementation efforts for our everyday work in all areas of communication. We look forward to working together to integrate the Welcome Center operations into the ongoing efforts of the Vail Local Marketing District.

Guest-focused Initiatives

We will create a team approach with Town of Vail staff to develop initiatives designed to help guests find their way through Town in a positive manner.

Our team will communicate on a daily basis with Town departments and Vail Resorts to exchange information on the important details of transportation, signage, parking, mountain conditions, and special events.

We propose investigating the relocation of Vail mountain Lost and Found program to assist guests in the location of lost items during both winter and summer months. This enables our team to address and assist both guests and Vail Resorts with guest service.

Engage Vail Residents and Business Owners

We strive to develop and host collaborative programs with the Vail Chamber & Business Association and the Vail Valley Partnership to assist local business owners in their efforts to educate and retain employees and give them a chance to meet, exchange ideas and come up with new ways to attract and engage customers.

We also recommend a rotating calendar of business spotlights, aimed at guests staying in long-term properties to learn more about what our Town has to offer. The program would be open to all to participate. A master schedule would be maintained through the Welcome Centers.

Ideas for Programming Welcome Centers

Our team recommends a weekly Wine and Cheese reception, with an Open Invitation to guests and residents alike to participate in a social setting as well as an informative session for guests to learn more about the products and services offered through our local businesses. A master schedule of the Open Houses would be maintained through the Welcome Center main office.

Consideration of the implementation of small Social gatherings, centered around informative discussions presented by various Town departments and local groups (i.e. Symposium, Sustainability Programs, etc.) within each Welcome Center. These facilities could serve as alternative sites to other Town facilities.

One or both Welcome Centers could also serve as locations to cross-promote upcoming Town events. They could serve as Art displays for Art In Public Places programming or the Arts Festival; product displays or demonstrations for GoPro Games; Registration drop off locations for Vail Recreation District running races or the King of the Mountain Volleyball Tournament, etc. This would assist event promoters with additional locations in which to promote their upcoming Festival or event.

Facility Management, Equipment and Furnishings

Our team is prepared to ensure the Centers are clean and inviting every day of the year. As in the other facilities we manage for the Town of Vail, Welcome Center staff will make sure all aspects of the facilities are working properly, in pristine condition and safe and welcoming to our guests. Regular maintenance walk-throughs will be conducted to ensure items are addressed and repaired immediately.

Donovan Pavilion Management, Inc. will maintain all Town of Vail provided equipment for use in the Welcome Centers. We will work with the Town IT Department to maintain all programs, according to Town standards and guidelines and will inform them in the event of equipment failure. All electronic equipment (cell phones, tablets, etc.) belonging to Donovan Pavilion Management, Inc. staff will be the responsibility of the Management Company.

Our staff will also maintain all furnishings located within the Centers, including cleaning and upkeep of the furnishings and will inform the Town Maintenance staff of any items needing repair.

Cross-promotion with State of Colorado Welcome Center staff

We recommend conducting FAM site visits for volunteers who work in State of Colorado Welcome Centers to familiarize the staff with Vail's activities. We could host a half day Familiarization Tour along with lunch on a quarterly basis to allow State volunteers to see a glimpse of what Vail has to offer and bring it back to their various Welcome Centers across the State to communicate with guests.

SUMMARY

Donovan Pavilion Management, Inc. has proudly represented the Town of Vail for 14 years.

We have assembled a leadership team that is willing to take our years of experience with Vail, the visitors to Vail and their needs in customer service and apply it to this project. Our team has built a very positive relationship with Town Management and we have been able and willing to work closely with various types of businesses throughout Vail, always referring clients to Vail-based businesses without accepting commissions from any outside entity. Our primary goal has always reflected the Town of Vail goals of exceptional customer service and with the end goal of our customers making a return trip to Vail.

We hope that you will consider placing your trust in us to work as a partner to build on the foundation of customer service that has been built upon over the years. We hope to make a positive contribution to your operation.

REFERENCES

Jeff Babb, Director of Resort Operations

Vail Resorts, Inc.

PO Box 7

Vail, CO 81658

(970)331-5959

Pam Brandmeyer

655 Lariat Loop

Edwards, CO 81632

(970)926-1964

Laurie Mullen, Owner

West Vail Liquor Mart

Former Supervisor, The Charter at Beaver Creek

2151 N. Frontage Road West

Vail, CO 81657

(970)376-5639

Chris Romer, Executive Director

Vail Valley Partnership

PO Box 1130

Vail, CO 81658

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GUEST FEEDBACK

Below please find a copy of a variety of Guest feedback for the Donovan Pavilion. We are grateful to represent such a beautiful facility!

Reviews on Wedding Wire Website

We were planning our wedding under a pretty tight timeline and feel so lucky that we managed to find a Friday availability 6 months out. Mindy and her entire staff were always extremely responsive and efficient. The contract was clear and concise and I feel we got an amazing value for the money. We were able to get an in-county discount as well, which was nice that they offered that to locals. One great thing about it being a government-owned facility is that you have free-reign to choose your vendors and are even able to purchase your own alcohol from any source (as long as a TIPS certified bartender serves it).

Wedding: 07/31/15

Megan and Tom said...

What an incredible venue! Donovan is a true blank slate which allowed for us to completely transform the interior into our dream reception. Mindy is so kind and was a joy to work with.

Wedding: 07/24/2015

Harmony said...

The Donovan Pavilions venue is absolutely breathtaking! We received so many compliments about our wedding that it was overwhelming. The staff at the Donovan Pavilions were very accommodating and quickly responded to any emails/phone calls that we had. While the price tag is a little hefty you can save some money by being able to bring in your own alcohol. The venue is so pretty and well maintained that you do not even need to bring in any extra decor (besides centerpieces) Thanks Donovan! -Harmony and Dan

Wedding: 09/21/2014

What a beautiful setting we had for our daughter's weekend wedding and thanks to Mindy and the staff for having such a great place to host a wonderful celebration! It was beyond our imagination of how wonderful it was to have an outdoor ceremony and a wonderful indoor dinner and reception! Thanks! So wonderful!

Wedding: 09/2013

Sherry said...

My husband and I choose the Donovan Pavilion after looking at several places in Eagle and Summit county. We used the space for both the ceremony (on the patio) and reception. It worked great for us because it was accessible and easy to find for our guests that were all from out of state. Also, we had several grandparents that wouldn't have done well with lots of stairs and the Pavilion was perfect for that as well. The views up the mountain are wonderful, the fire pit

seating area was a big hit, and the adjoining park was great for guests with younger kids that wanted to run off some energy between the ceremony and reception. It's a beautiful space and looks great during the day and evening. I worked a lot with Mindy at the Donovan Pavilion and she was wonderful, answering my email with a day or two and providing pictures of available equipment. Everyone there was very professional and made it a really great experience.
Wedding: 07/26/2013

Tammy said...

We worked with Mindy at the Donovan Pavilion for our February wedding. She was incredible! The venue is gorgeous, but the fact that Mindy was so helpful and wonderful was what really sealed the deal for us. So many venues aren't overly welcoming or helpful - but Mindy was. She answered emails immediately, she worked with our schedule for visits and walk throughs, she is a very friendly person to work with and I would highly recommend working with her. On top of that, you get a beautiful venue with a patio and fire pit - all of our guests raved about the perfect mountain atmosphere. all in all, a winning combination!
Wedding: 02/09/2013

Jill said...

I had my winter wedding reception for 100 people at the Donovan and I could not have asked for a more beautiful wedding venue. Everyone was commenting on how perfect it was and taking pictures. While it isn't the most inexpensive to rent you do get quite a bit out of it being able to bring in your own caterer, bartenders, and alcohol. We even also just hooked up our iPhone to play cocktail hour music. People absolutely loved the fire pit - we had people out there all night long. The service was incredible - Mindy was so responsive and helpful before, during, and after the event - we really couldn't have pulled everything off so smoothly without her! Thank you so much!
Wedding: 12/14/2013

Traci said...

Mindy and the team at the Donovan Pavilion were fantastic to work with over the past year. We had a lot of things come up (change of date, change of time, etc.) and they were quick to help us and were very flexible. This venue is a true reflection of the mountain beauty that we were looking for on our wedding day AND we were able to use our choice of vendors (a money saver).
Wedding: 08/17/2012

Christine said...

I always thought that the Donovan would be a beautiful place to get married, and after getting engaged and researching venues, I found that it was the perfect place for us. First of all, while it's not exactly inexpensive, you get your bang for your buck. The staff (Mindy & Laurie) were amazingly helpful and responsive. Second, it's gorgeous. But third, and most important to us, was that it helped us stay on budget because we could hire the vendors we wanted and were able to bring our own alcohol and provide bartenders. Our costs were lower than expected when all was said and done! And we used every square inch of space there and it was all worth the

money.

Wedding: 09/21/2012

Miller22 said...

The Donovan Pavilion is amazing. Mindy was extremely helpful and very pleasant. If you are looking for a Colorado mountain wedding, this is the perfect place!

Wedding: 06/14/2010

rachelgk said...

This is the perfect venue. A gorgeous room inside and great patio out back. The staff is wonderful to work with and they were very accommodating to the vendors on the day of set-up. It is the perfect place to host your reception if you wish to bring in your own catering.

Wedding: 09/06/2009

Red26 said...

What a gorgeous facility! It took our breath away! Although quite pricey, it was worth it! We loved it because it was a blank slate, were we could bring in all of our own decorations and food, etc. Mindy was a gem to work with - So kind, responsive and helpful!!

Wedding: 09/27/2008

kate5599 said...

I spent a long time looking for a venue and so finding the Donovan was a godsend. It was beautiful inside and out, no weirdly patterned carpet and huge windows to enjoy the view. The only downside was that you had to pay for that great view, this place is pricey. Compared to other mountain locations it is not so bad, but all the fees for extra time and if you serve alcohol really add up. Also, it is very popular so we had to settle for a weekday. Mindy was great to work with and always answered my emails promptly. There are lots of great places for photos nearby. Overall a great location.

Wedding: 07/28/2008

Kelly said...

The Donovan was the PERFECT location for our outdoor December wedding and our indoor reception venue! Our guests loved having everything within one location! They were so kind in letting us come in a little early to set up, and they were fabulous in helping us to envision our entire day! I highly recommend the Donovan Pavilion for both a very special wedding and a wonderful reception! The only thing that was hard was the cost! It really is expensive to rent out for your event, so make the most of your time there! By the way, Mindy is PHENOMENAL! She handled all of our music for the wedding and the reception! You will NOT be disappointed!

Wedding: 12/01/2007

Reviews from the Knot.com

Destination Wedding in Vail

Reviewed on 6/29/2014 Marisa M

My mom and I fell in love with this beautiful open space of Donovan Pavilion. They were very helpful in planning our big day and making sure the venue had all was promised. Would recommend for any bride that wants to create a special out of the box wedding.

An absolute joy!

Reviewed on 10/02/2013 Holly T

What a joy and a pleasure it was to hold our wedding reception at the Donovan Pavilion. The room is just stunning, the location is naturally beautiful and the staff are a pleasure to work with. We had an absolutely fabulous time there and our guests loved being able to use the back patio among the trees, the fire pit and also take cover inside the beautiful pavilion when the rain passed through briefly. It worked out much cheaper to host our wedding here and bring in outside suppliers to cater the event, than to use the other hotels in the Vail area. Bear in mind, you are only hiring out the pavilion, tables and chairs and no other services are included but if you are fine to organize the other details yourself, as I was, this works out as a really affordable Vail wedding. That doesn't mean it is cheap though since you are in Vail. We hired in caterers, linens, extra tables, DJ, bought our own alcohol and hired a bartender (it's the law the have a bar tender unfortunately) and bought decorations (although minimal decs are needed in this beautiful venue), which added up but all in all worked out as fairly reasonable. You can host both your ceremony and reception here or you can move here for just the reception as I did. I would really recommend the Pavilion for a beautiful natural wedding location, which is only a 1 mile walk/drive from Lionshead Village. We had a great time here and you must visit it to appreciate its beauty.

Beautiful venue

Reviewed on 10/25/2012 Jennifer D

Everything was amazing here. The staff is easy to work with, extremely responsive, and helpful.

Picture perfect Vail venue

Reviewed on 10/08/2012 Christine L

I loved the Donovan Pavilion -- it was the perfect venue for us since we wanted A) to have the ceremony & reception in the same place, B) to have an outdoor ceremony location, and C) to

bring in our own alcohol and bartenders. We saved a ton of money that way, allowing us to get married in Vail like we'd hoped. The building and outdoor facilities are all gorgeous. The only drawback was that you have to bring in everything (linens, plates, glasses, etc...) but that worked out well for us. Also, they were very friendly to deal with and gave us some good advice! It was expensive, but worth the cost to have a perfect wedding venue!

Beautiful Colorado Venue

Reviewed on 9/24/2012 Jenna S

When we began planning our Rustic Colorado themed wedding, we knew that we wanted a venue that would represent the beautiful Colorado mountain scenery! As soon as we took a tour of The Donovan Pavilion we knew that it was the perfect place for our fall wedding in Vail. The Gore Creek, Aspen Trees, and beautiful rustic building was a true Colorado Mountain experience! The Donovan Pavilion staff was so helpful throughout our wedding planning process and allowed us to make numerous appointments with our vendors. Our guests raved about how clean and maintained the building was! We loved being able to have an outdoor cocktail hour on the back patio and an indoor reception. The fire pit was a big hit too! We recommend this venue for any couple that is seeking that perfect mountain venue!

1.1.1 Destination Wedding in Vail

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1.1.6 Perfect Venue

Reviewed on 9/04/2012 Catherine T

We got married last month at the Donovan Pavilion and we are beyond thrilled by how wonderfully the venue worked out. The ceremony was held on the back patio with the backdrop

of the mountains and beautiful Colorado trees. The reception space inside was the perfect size for our group of 130 guests. The staff at Donovan is very helpful and available to answer questions throughout the planning process. I highly recommend this venue and I would not change a thing!

Magical

Reviewed on 7/29/2012 Jessica H

You can bring in your own caterer (if you have less than 50 guests, then you can bring in your own food without a licensed caterer), you can bring your own booze, as long as you don't sell it. It is a gorgeous setting with a patio for ceremonies. If it rains, you can move it inside, which is also very amazing with all the windows. Mindy is wonderful to work with too!

Everything we wanted

Reviewed on 6/13/2012 Darcy B

I really wanted to have a mountain wedding, with an outside ceremony and an inside reception... this place was perfect! It is truly one of the most beautiful places to hold a wedding... our guests were blown away. The staff are wonderful to work with and very helpful. We would highly recommend the Donovan to anyone!

Donovan Pavilion

Reviewed on 11/06/2011 Anne H

Beautiful wedding venue! The staff is very helpful and available. Would highly recommend this venue to anyone!

Beautiful Venue, Fantastic Staff

Reviewed on 10/22/2011 Lauren H

The Donovan Pavilion is owned by the town of Vail. We found their prices to be pretty reasonable for Vail, but the town sets the rules and the staff can't be very flexible about them. Things like... you get a set time for the price and if you want more time you have to buy it in 2 hour chunks... even if you only want one more hour. Otherwise the place is amazing! It's right off I-70 so it's convenient and though it is close to the highway, you don't notice the noise. Once

you pay the site fee you can use everything at the pavilion... no extra charge for the sound system or the projector screen etc. Very little limitations on what vendors you can use. Example: Catering Restrictions: must prepare food in health inspected kitchen and obtain a Vail sales tax license (which is free) Worked with Mindy. She is professional, friendly, accommodating and flexible. My vendors and family loved her! She made us feel so welcome and I could tell that our wedding day mattered to her. She was excited for us. I just loved her! The Pavilion itself is beautiful. Though it is close to other buildings, the vegetation hides this and it feels so private. There is a public park next door with a playground, which was awesome for the little kids. There is an outdoor gas fire pit that they turn on for the whole time you are at the pavilion. They have some tables and chairs, a projector screen (no projector), a built in sound system that is great for cocktail hour and dinner music (plays both inside and out), facilities are clean and well taken care of. High ceilings, big wood beams, lots of light from big windows, beautiful landscaping. LOVED LOVED LOVED this venue!

Beautiful!!!

Reviewed on 8/26/2011 Elise H

We recently had our ceremony and reception at the Donovan Pavilion. Not only is the site stunning, the staff (Mindy) is phenomenal! The inside of the pavilion is wide open with floor to ceiling windows facing the patio...with the mountains, trees and river in the background. Breathtaking! Next door is a city park with a wonderful playground that came in handy when the kiddos got a little restless. The firepit was working and was a great retreat when people wanted to get outside (and still stay warm!). Everything except tables and chairs needs to be brought in, which can drive up costs. However, being able to choose a caterer and bring your own liquor was a great option. Overall, I would highly recommend the Donovan Pavilion!

Great!

Reviewed on 6/14/2011 Ashley H

Great event planner, easy to work with, beautiful setting, and very affordable. But such a classy place that it looks to cost 10,000+

Great experience with Donovan Pavilion

Reviewed on 10/18/2010 Trinetta L

We worked mostly with Mindy. We were able to walk through quite a few times and I was able to have samples mailed to her so I could look at samples of chair covers on the pavilion's chairs. They were very professional and incredibly helpful.

Perfect Spot

Reviewed on 8/10/2010 Shanley B

We had our reception at the Donovan Pavilion and it couldn't have been more perfect! We absolutely loved the space and the staff was a pleasure to work with!

BACKGROUND INFORMATION

LAURIE ASMUSSEN

PO Box 115
Eagle, CO 81631
(970)376-3756
(970)328-5681 fax

SUMMARY

Over 26 years of experience in special event management and facility supervision. Duties included budget management, writing and implementing advertising and marketing plans, overall event coordination, sponsorship recruitment, resort promotion, database management, and implementation of public, corporate and fundraising events.

HISTORY

2003 – Present

Owner, Donovan Pavilion Management, Inc.

Established property Management Company to promote, book and manage events at the Town of Vail-owned Donovan Pavilion, a multi-use events facility in Vail. The facility hosts approximately 120 special events per year including weddings, social functions, corporate events and non-profit functions. Added The Grand View, also owned by the Town of Vail, a 70-person meeting space in the heart of Lionshead Village which hosts over 110 community, Town and corporate meetings annually.

2000 - 2002

Communications Coordinator, Eagle County School District

Served under the School District Superintendent on a part-time basis. Duties included writing press releases, advertising coordination with school principals, administrative and District staff, and promotion of District throughout Eagle County. Served as District spokesperson in all aspects of media relations and community outreach.

1999 - Present

Owner, Eagle Valley Events, Inc.

Established private event Production Company based in Eagle County with the goal of promoting and producing public events throughout the area.

Events produced and/or served as sub-contractor on include:

- Vail Holiday for Highline Sports & Entertainment
- Eagle County Fair & Rodeo for Eagle County
- Strawberry Days Festival for Glenwood Springs Chamber
- Ride the Rockies local coordination for Vail Valley Partnership
- Eagle Cinco de Mayo Festival for NRC Broadcasting
- Vail Arts Festival
- Vail America Days for Town of Vail
- Holidays in Vail for Town of Vail
- Vail Italian Festival
- Eagle Ranch Home Tour and various community events
- Oktoberfest for Vail Valley Chamber & Tourism Bureau
- Community Musical Chairs for Vail Valley Charitable Fund
- Edwards Harvest Festival, Cinco de Mayo for Edwards Business Association
- Vail Valley Jet Center Plane Fun event for Vail Valley Jet Center
- Charity Chocolate Classic
- Taste of Vail – assist with volunteer recruitment and scheduling
- Eagle County Fair & Rodeo grand opening of new arena for Eagle County Government
- Carpenter's Ball for Eagle County Habitat for Humanity
- Greeley Independence Stampede – Sponsorship Coordinator
- Colorado State Fair – Rodeo press liaison

1994-1999

Event Manager, Eagle County Government

Primarily responsible for production and promotion of annual County Fair and professional rodeo, as well as coordination of in-house employee events. Responsibilities included:

- Development of sponsorship programs and recruitment of event sponsors

- Development of marketing and advertising plans, media relations plan and the creation of event logo
- Recruitment, training and management of 80 event volunteers
- Preparation and management of annual budget
- Coordination and negotiation of all contract and rodeo personnel as it relates to event (rodeo and fair personnel, entertainment, exhibits and vendors)
- Produced the rodeo series for the 1999 World Alpine Ski Championships in Vail's Dobson Ice Arena

1992-1994

Sales Manager, The Charter at Beaver Creek

Responsible for outside sales for resort condominium property.

Responsibilities included:

- Sales calls by phone and in-person targeting corporate clients across the United States
- Prospecting potential clients, booking appointments, and preparing proposals and presentations to potential clients
- Coordination of group activities in and around area
- Served as on-site representative to clients

1990-1992

Recreation Supervisor, Vail Recreation District

Responsible for the development, coordination, implementation, budget management, and evaluation of special events and marketing division of public recreation district.

Responsible for event management of the following events:

- Vail Winter Carnival
 - Symphony of Sports ice skating and gymnastics shows
 - Champion International Whitewater Series, Memorial Day celebration and rubber duck race
 - Vail America Days
 - Oktoberfest
 - Running races
- Developed a comprehensive corporate sponsorship program for all events.
- Development of marketing and advertising plans for programs, media relations plans and the development of new district logo, and signage plan for district facilities.

1988-1990

Marketing Assistant, Vail Associates, Inc. /Hyatt Hotels

Served as administrative assistant in Denver and Beaver Creek offices for marketing division of Vail Associates and sales department for Hyatt Regency Beaver Creek.

- Responsible for facilitating corporate group meetings for regional sales managers
- Outside sales on Front Range for Hyatt Beaver Creek
- Coordinated Front Range sales efforts for Colorado Card and season pass sales program

1985

EDUCATION

Bachelor of Arts in Business Administration and Recreation,
Western State College Gunnison, CO

PROFESSIONAL AFFILIATIONS

Vail Valley Partnership *Member since 2001*
Vail Chamber of Commerce *Member since 2004*
Eagle Valley Chamber of Commerce *Member since 2000*
Colorado Festival & Events Association *Member since 1994/
Served on Board of Directors 1994-2001*
International Festivals & Events Association *Member since 1994*
International Association of Fairs and Expositions *Member since 1999*

VOLUNTEER AFFILIATIONS IN EAGLE COUNTY

Founding member of Board of Directors, EVHS Foundation *2010-2015*
Buddy Werner League Board member *2000-2008*