



**COLORADO FLIGHTS**  
ALLIANCE

**Board Meeting – May 24, 2018, 11 a.m.**  
**Cosmo Wine Cellar**  
**Telluride, Colorado**

Agenda

1. Call to Order and Approval of January 25, 2018, & March 22, 2018, Meeting Minutes (5 minutes)
    - a. New Business, Announcements & Public Discussion
  2. Airports Update (15 minutes)
    - a. TEX
    - b. MTJ
  3. Board & Organization (20 minutes)
    - a. Financials
    - b. Economic Study
  4. Marketing (10 minutes)
  5. Flight Performance & Planning (20 min)
    - a. Summer 18
    - b. Winter 2018-19
    - c. TEX
  6. Executive Session (45 min)
    - a. Proprietary Organization, Financial & Airline Information
  7. Vote on Items from Executive Session (5 Minutes)
  8. Adjourn Meeting
- Conference Call information: Phone: 800-977-8002      Code: 23361542#
  - For screen share, invite email will be sent at time of meeting

**Colorado Flights Alliance  
Board Meeting – January 25, 2018  
Cosmopolitan Wine Cellar  
Telluride, Colorado**

**Meeting Minutes**

Board Members Present: Steve Togni, Dirk de Pagter, Lloyd Arnold, Greg Pack, Bill Jensen

Board Members and Public Present via Telephone: Judy Ann Files, Kenny Maenpa (TEX)

Staff and Public Present: Matt Skinner, Michael Martelon, Ben Kalman

Board Members Absent: Todd Brown, Dan Jansen, Joan May

**Call to Order:** Dirk de Pagter called the meeting of the Colorado Flights Alliance board of directors to order at 11:05 AM.

1. **Approval of November 17, 2017 Minutes:** There were no comments on the meeting minutes. Steve Togni motioned for approval. Lloyd Arnold seconded that motion. Minutes approved unanimously.
2. **New Business, Announcements & Public Discussions:** There was no new business. There were no announcements. There was no public discussion.
3. **Airports Update**
  - a. *TEX:* Kenny Maenpa discussed December air traffic and fuel sales.
  - b. *MTJ:* Lloyd Arnold reviewed the status of the TSA enclosure. Lloyd Arnold and the board of directors discussed the State of Colorado Bureau of Aeronautics.
4. **Board and Organization:**
  - a. *Financials:* Matt Skinner reviewed the year-end financial statements dated October 31, 2017. Matt Skinner provided a detailed review of winter marketing expenses. The board of directors discussed airline guarantee payments. Matt Skinner reviewed the airline guarantees and cash reserve policy. Matt Skinner reviewed the financial statements dated December 31, 2018.
5. **Planning:**
  - a. *Winter 2017-2018:* Matt Skinner is in discussion with Great Lakes and other potential airlines to operate flights into TEX. Matt Skinner reviewed aircraft and seat counts.
  - b. *Summer 2018:* Matt Skinner reviewed O&D and competitive set data for MTJ and TEX. Matt Skinner discussed airlines, aircraft and frequency for summer 2018. The board of

directors discussed aircraft and pilot qualifications for operating flights into TEX. Matt Skinner reviewed the summer 2018 flight map.

6. **Executive Session:** Greg Pack motioned to go into executive session at 11:45 AM. Steve Togni seconded that motion. The motion to go into executive session was approved unanimously. Dirk de Pagter motioned to come out of executive session at 12:00 PM.
7. **Meeting Adjourned:** Bill Jensen motioned to adjourn the meeting at 12:28 PM. Lloyd Arnold seconded that motion. The motion to adjourn the meeting was approved unanimously.

**Telluride Tourism Board and Colorado Flights Alliance**  
**Meeting of the Board of Directors**  
**Thursday, March 22, 2018**  
**The Peaks Resort and Spa**

Board Members Present: Dirk de Pagter (CFA), Todd Brown (CFA), Bill Jensen (CFA), Judy Ann Files (CFA), Dan Jansen (TTB and CFA), Steve Togni (CFA), Frank Ruggeri (TTB), Kevin Jones (TTB), Albert Roer (TTB), Greg Pack (TTB and CFA), Penelope Gleason (TTB), Clare Afman (TTB)

Staff and Public Present: Matt Skinner, Michael Martelon, Ben Kalman, Hollie Hannahs, Kiera Skinner, Annie Carlson, Tom Watkinson, Steve Swenson, Matt Windt

Board Members Absent: Lloyd Arnold (CFA), Tom Elrod (Emeritus, TTB), Larry Mallard (Emeritus, TTB)

The meeting of the Colorado Flights Alliance and Telluride Tourism Board boards of directors was called to order at 3:05 PM.

1. Colorado Flights Alliance Mission: Matt Skinner reviewed the mission of the Colorado Flights Alliance. Matt Skinner provided a general overview of guaranteed flight metrics.
2. Winter 2017-2018: Matt Skinner presented the winter flights map. Matt Skinner reviewed airlines, aircraft and routes for the 2017-2018 winter. Matt Skinner showed a year-over-year comparison for weekly sales and passengers. Matt Skinner showed passengers for 2017-2018 versus 2012-2013.
3. Summer 2018: Matt Skinner presented the summer flights map. Matt Skinner reviewed airlines, aircraft and routes for the 2018 summer. Matt Skinner reviewed summer flights performance for 2013 through 2018. Matt Skinner and the board of directors discussed competitive set performance.
4. CFA Marketing: Matt Skinner presented a map showing all direct markets, including international markets. Matt Skinner reviewed regional sales taxes.
5. Winter 2018-2019: Matt Skinner discussed development targets for airlines, aircraft and markets. Matt Skinner provided an update for TEX.
6. State of Colorado: There will be a possible increase in state sales tax. There will be a bid for Denver to host the Olympics.
7. Telluride Tourism Board Marketing: Michael Martelon provided an overview of the organization's marketing function, and reviewed channels and direct markets. Michael Martelon reviewed Telluride's recent media exposure.
8. Winter 2017-2018: Michael Martelon showed examples from the 2017-2018 marketing campaign. Michael Martelon reviewed the Winter Anthem videos. Michael Martelon provided a summary of social media efforts. Michael Martelon and the board of directors discussed snowless mitigation efforts to boost guest experience.
9. Telluride Statistics: Michael Martelon presented winter occupancy and summer pacing for reservations. Michael Martelon presented summer and winter average daily rate. Michael Martelon reviewed sales tax comparisons for winter 2017-2018 versus 2016-2017. Michael Martelon reviewed December and January sales tax for Telluride and Mountain Village.
10. Marketing Analytics: Michael Martelon reviewed IXI reporting for 2011, 2013 and 2018. Michael Martelon described the economic building blocks and data gathering methods used by IXI. Michael Martelon reviewed acquisition costs and effectiveness of marketing. Michael

Martelon and the board of directors discussed cohorts. Michael Martelon showed the seasonal guest map of North America.

11. Summer 2018: Michael Martelon reviewed marketing function and channels. Michael Martelon reviewed total sales revenue for 2010 versus 2017.

The meeting of the Colorado Flights Alliance board of directors and the meeting of the Telluride Tourism Board board of directors was adjourned at 4:30 PM.