EEO Staff
Policy Division, Media Bureau
Federal Communications Commission
445 Twelfth Street, S.W.
Washington, D.C. 20554
RE: EEO Audit - KTRR(FM), Loveland, Colorado, Fac. Id. 50375
Dear Sir or Madam:
Townsquare Media of Ft. Collins, Inc. ("Townsquare Ft. Collins"), the licensee of broadcast station KTRR(FM), Loveland, Colorado, hereby responds to the Commission's notice of audit for $\operatorname{KTRR}(\mathrm{FM})$. This response includes information about the following stations which, with KTRR(FM), comprise Townsquare Ft. Collins's employment unit (the "Unit" or "Stations"):

KKPL(FM), Cheyenne, WY (Fac. Id. 54394)
KMAX-FM, Wellington, CO (Fac. Id. 84497)
KUAD-FM, Windsor, CO (Fac. Id. 49538)
a. Public File Report. Copies of the Unit's two complete EEO public file reports as of the date of the Commission's notice of audit are attached as Exhibit 1 and Exhibit 2, respectively. The reports are for the periods covering December 1, 2015 to November 30, 2016 ("2015-2016 Reporting Period") and December 1, 2016 to November 30, 2017 ("2016-2017 Reporting Period") (the 2015-2016 Reporting Period and the 2016-2017 Reporting Period, together, the "Audit Period").

The Stations’ website addresses are www.k99.com, www.999thepoint.com, www.tri1025.com, and www.thexfrontrange.com. The Unit's most recent public file report is posted on each of these websites. The date of each full-time hire during the Audit Period is provided in the Unit's EEO public file reports for the Audit Period (see Exhibit 1 and Exhibit 2).
b. Supporting Documentation for Vacancies. Copies of all available communications retained by the Unit announcing the vacancies for the full-time positions filled during the Audit Period are attached as Exhibit 4. The Unit aired vacancy-specific notices for some vacancies. Attached as Exhibit 4 are copies of invoices, including the date and time of airing, for these on air notices. The annual EEO public file reports only listed in Section 1 those recruitment sources that generated interviews but, as reflected in Exhibit 4, notices of these vacancies were sent to additional sources.
c. Total Number of Interviewees and Referral Sources. The total number of interviewees for each full-time vacancy filled during the Audit Period and the referral sources for each interviewee are provided in Exhibit 3.
d. Documentation of Recruitment Initiatives. The Unit personnel involved in each recruitment initiative performed during the Audit Period are reflected in the EEO public file reports (see Exhibit 1 and Exhibit 2). All available documentation of these initiatives is provided in Exhibit 5. The Unit currently has a total of 26 full-time employees. The Stations operate in a market with a population that is greater than $250,000 .{ }^{1}$ Therefore, the Unit is required to perform four recruitment initiatives within a two-year period pursuant to 47 C.F.R. §§ 73.2080(c)(2) and (e)(3).
e. Discrimination Complaints. There are no pending or resolved complaints alleging unlawful discrimination in the employment practices of the Unit during the current license term.
f. Management's EEO Responsibilities. EEO compliance is an integral function of management at all levels within the Unit. The Market President requires department managers to attend weekly meetings, during which they discuss general employment issues and training, as well as methods for handling problems that might arise in these areas. The department managers also are taught to conduct interviews and performance reviews in a manner that is in line with the Unit's EEO policy. The Market President works with each department head to ensure that decisions regarding hiring and promotion are carried out in a non-discriminatory fashion. All job openings must be filtered through the Business Manager, who is responsible for EEO compliance. No job can be filled by a department head without prior approval of the Market President, who signs off on EEO compliance. The management team is informed of EEO requirements by written guidelines forwarded by the Colorado Broadcasters Association, the National Association of Broadcasters, and the Unit's legal services. Though the department managers actively participate in the process, the Market President bears the ultimate responsibility for enforcement of the Unit's EEO policy.

Townsquare Ft. Collins makes a concerted effort to ensure that both employees and applicants are well-informed of the Unit's EEO policy. Upon commencement of employment, every employee receives a copy of Townsquare Media's Employee Policy Manual, which contains a description of the Unit's EEO policy. The EEO policy and other employment-related regulations are also posted in common areas of the Stations, and all of the Stations' websites state that Townsquare Ft. Collins is an equal opportunity employer. In addition, management periodically holds department head meetings to discuss EEO and other employment-related issues. Applicants are informed of the Unit's EEO policies through the interview process and by the application itself, which states the policy. Each job notice informs potential applicants that Townsquare Ft. Collins is an equal opportunity employer.
g. Analysis of EEO Program's Effectiveness. The success of Townsquare Ft. Collins's EEO recruiting program is vital to the success of the Unit, and management therefore devotes reasonable amount of time and resources to evaluating the success of its outreach initiatives, and the program as a whole. After each job fair, community event, or other outreach initiative, the participants in that event gather together to measure the success and discuss qualified potential candidates. Likewise, management actively evaluates the sources and

[^0]methods by which it advertises specific job vacancies in order to ensure that the Stations receive a wide variety of qualified applicants for all employment positions.

Management has determined that participation in local job fairs and career fairs, coupled with vacancy-specific announcements, allows station personnel to come into contact with, and select employees from, a wide cross-section of members in the community. And Management continually evaluates and modifies its program to ensure and optimize recruiting success. In addition, Townsquare Ft . Collins draws upon the human resources department of its parent, Townsquare Media, to monitor and ensure its own EEO compliance.
h. Analysis of Pay, Benefits and Selection Techniques. Townsquare Ft. Collins strives to comply with all federal, state and/or local laws regarding pay, benefits, seniority practices, promotions, and selection techniques and tests to ensure that the Unit provides equal opportunities to all employees and applicants.

Townsquare Ft. Collins does not have any union agreements, and is not a religious broadcaster. Townsquare Ft. Collins does not program any stations pursuant to a time brokerage agreement.

I certify that the information and statements herein are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge that the attached exhibits are considered material representations.

Please address any questions concerning this letter to Townsquare Ft. Collins's counsel, Howard Liberman of Wilkinson Barker Knauer, LLP, at (202) 383-3373.


Christopher Kitchen Executive Vice President General Counsel

## Exhibit 1

EEO Public File Report for 2015-2016 Reporting Period

# EEO PUBLIC FILE REPORT <br> Townsquare Media Ft. Collins License, LLC <br> KUAD/KTRR/KMAX/KKPL <br> [12/1/15-11/30/16] 

## Section 1. Vacancy List

| Job Title | Recruitment Sources (RS) Used to Fill <br> Vacancy | RS that Referred the <br> hiree |
| :--- | :--- | :--- |
| Promotions Director | $3,5,6,8$ | 8 |
| Account Executive | $2,3,5,6,8$ | 8 |
| Account Executive | $2,3,5,6,8$ | 6 |
| Regional Account Executive | $2,5,6,8$ | 6 |
|  |  |  |

Section 2. Recruitment Source List

| RS <br> Number | RS Information | RS Entitled to Vacancy <br> Notification? (Yes/No) | No. of <br> Interviews <br> Referred by <br> RS over 12- <br> month <br> period |
| :--- | :--- | :--- | :--- |
| 1 | Transfers other Markets/Internal | No |  |
| 2 | Indeed.com | No | 3 |
| 3 | Jobvite.com | No |  |
| 4 | Radio Online <br> www.radioonline.com | No |  |
| 5 | Business Contact | No | 7 |
| 6 | LinkedIn.com | No | 13 |
| 7 | On Air KUAD, KTRR, KMAX, <br> KKPL | No | 1 |
| 8 | Referral (Employee) | No | 1 |
| 9 | Career Site | No | 3 |
| 10 | The Greeley Stampede | No |  |
| 11 | Aims Community College | No |  |
| 12 | Open House | No |  |
| 13 | TVandradiojobs.com | No |  |
| 14 | Inside Radio | No |  |
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Total Number of Interviews over 12-month period: 28

## Section 3. Recruitment Initiatives List



## Exhibit 2

EEO Public File Report for 2016-2017 Reporting Period

# EEO PUBLIC FILE REPORT <br> Townsquare Media Ft. Collins License, LLC <br> KUAD/KTRR/KMAX/KKPL 

[12/1/16-11/30/17]
Section 1. Vacancy List

| Job Title | Recruitment Sources (RS) Used to Fill <br> Vacancy | RS that Referred the <br> hiree |
| :--- | :--- | :--- |
| On Air Host | 4 | 4 |
| Director of Sales | $1,2,3,6,7,8$ | 7 |
| Account Executive | $3,5,6$ | 5 |

Section 2. Recruitment Source List

| $\begin{aligned} & \hline \text { RS } \\ & \text { Number } \end{aligned}$ | RS Information | RS Entitled to Vacancy Notification? (Yes/No) | No. of Interviews Referred by RS over 12month period |
| :---: | :---: | :---: | :---: |
| 1 | Transfers other Markets/Internal | No | 1 |
| 2 | Indeed.com | No | 2 |
| 3 | Referral (Employee) | No | 3 |
| 4 | Allaccess.com | No | 2 |
| 5 | TSM Recruitment | No | 5 |
| 6 | Linkedln.com | No | 3 |
| 7 | Career Builder | No | 1 |
| 8 | Greenhouse | No | 1 |
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| Total Number of Interviews over 12-month period: 18 |  |  |  |

## Section 3. Recruitment Initiatives List

|  | TYPE OF RECRUITMENT INITIATIVE (MENU SELECTION) | DATE | BRIEF DESCRIPTION OF ACTIVITY \& SCOPE OF BROADCASTER'S PARTICIPATION | RECRUITING STAFF IN ATTENDANCE |
| :---: | :---: | :---: | :---: | :---: |
| 1 | Wy-Co Job Fair - The Ranch | May 10, 2017 | Networked at the events and spoke to several candidates. | Pat Kelley - Mkt President |
| 2 | Weld County <br> Employment Services Job <br> Fair | April 12, 2017 | Table on Site and briefly spoke about Townsquare to a small group | Pat Kelley - Mkt President |
| 3 |  |  |  |  |
|  |  |  |  |  |

## Exhibit 3

New Job Vacancy Forms

New Job Vacancy

## General Information:

1. Job Title: Account Executive (2)
2. Station: All
3. Date Position Filled: $8 / 8 / 2016$ \& $11 / 14 / 2016$

No. Interviewees Referred by RS for this Vacancy

- Indeed1
- Business Contact $\underline{3}$
- Employee Referral 1
- LinkedIn $\underline{7}$
- Career Site $\underline{2}$

Total Number of Interviewees for the vacancy $\underline{14}$

New Job Vacancy

## General Information:

4. Job Title: Promotions Director
5. Station: All
6. Date Position Filled: 10/12/2016

Recruitment Source (RS):

- Business Contact

No. Interviewees Referred by RS for this Vacancy

- Referral (employee)
$\underline{2}$
- LinkedIn $\underline{2}$
- Indeed 1

Total Number of Interviewees for the vacancy $\underline{8}$

New Job Vacancy

General Information:
7. Job Title: Regional Account Executive
8. Station: All
9. Date Position Filled: 11/21/16

Recruitment Source (RS):

- Business Contact
- Referral
- LinkedIn
- Indeed

No. Interviewees Referred by RS for this Vacancy
$\underline{2}$

New Job Vacancy

General Information:

1. Job Title: On Air Host
2. Station: All
3. Date Position Filled: 7/5/2017

Recruitment Source (RS):
No. Interviewees Referred by RS for this Vacancy

- All Access

Total Number of Interviewees for the vacancy 4

New Job Vacancy

General Information:
1 Job Title: Director of Sales
2 Station: All
3 Date Position Filled: 3/5/2017

Recruitment Source (RS):

- Indeed
- Internal Corp Candidate
- LinkedIn

No. Interviewees Referred by RS for this Vacancy

- CareerBuilder
- Indeed
- Greenhouse

Total Number of Interviewees for the vacancy
7

New Job Vacancy

General Information:

1. Job Title: Account Executive
2. Station: All
3. Date Position Filled: 6/26/17

Recruitment Source (RS):
No. Interviewees Referred by RS for this Vacancy

- Referral1
- TSM Recruit $\underline{4}$
- LinkedIn $\underline{1}$

Total Number of Interviewees for the vacancy $\underline{6}$

## Exhibit 4

Documentation of Recruitment for Vacancies

# townsquare 

Promotions Director<br>Townsquare Media Group<br>Fort Collins, CO

## POSITION OVERVIEW:

The Promotions Director reports directly to the Market President, but is expected to work directly on a day-to-day basis equally with the Operations Manager and Director of Sales, and is responsible for working with the programming, sales, and live events departments, by being the driving force behind organizing and coordinating promotional events, arranging on-air contests, creating/executing sales programs, increasing the visibility of the station in the community, collecting, organizing and distributing contesting prizes, and coordinating promotional on-air activity.

## ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Focus on our station's presence in the local community.
- Continuous brainstorming, suggesting and devising of creative ideas for contesting, promotions and events that generate revenue and drive ratings.
- Work with the sales team to brainstorm, create and execute customized client partnership programs.
- Hire and manage promotions part time staff and interns.
- Plan, execute and track revenue-generating marketing and promotional events and contesting that take place on-air, online and on-site.
- Implement all aspects of on-air contesting. Work with digital team to coordinate online contesting.
- Create client promotions and promotional proposals with OM and DOS.
- Have stations on the street making an impact, whether a paid sales event or if there isn't a sales event scheduled on a weekend, make a plan to have our stations out doing something every weekend.
- Participate at station promotional events as necessary, including set-up and breakdown of promotional equipment and materials.
- Vehicle maintenance: Make sure the vehicles are always clean, loaded, and ready for the next event. We should always be ready to roll to a last-minute opportunity. Ensure vehicles are properly maintained (oil changes, tire pressure, wiper blades, gasoline, etc.).
- Take ownership of the promotional process and see projects through to the end.
- Plan and execute meaningful promotions meetings. Manage and drive the flow of promotionrelated communication. Recap events of the previous week at promo meetings.
- Schedule and coordinate station talent at promotional events.
- Plan out in advance a calendar of large community events, and develop an involvement plan.
- Manage the promotions budget by working with the Business and Market Managers


## SUGGESTED QUALIFICATIONS/EDUCATION:

- The right candidate will need to be Solution oriented- good problem solving skills in a high energy environment.
- An energetic and outgoing "people person"
- Must be very well organized and manage time well.
- Should have a record of excelling in a team environment and have strong computer and graphic art literacy, and solid writing abilities.
- Supervisory experience since this person will be overseeing a department.
- Prior experience working in marketing or promotions within the same or a similar industry is preferred.

Promotions Director was posted on our Career's Page, CareerBuilder, Glassdoor, Indeed, Simply Hired, and Linkedin.


## Media and Digital Sales Executive

at Townsquare Media (Vios all johis)

Fuat Collina Cos

Townsquare Media Group
CO, United States (Ft. Collins)
Townsquare Media Fort Collins includes well known brands like K99 TR1-1025.943 Loudvire 999
The Point, and Rock 102.9
Media and Digital Sales Executive
Are you Commission Driven? Have a sense of what it takes to win? If you want to grow professionally. can move at the speed of light and still have fun - Welk then we vant to talk to you

Townsquare Media is looking for a dynamic sales exscutive 10 join our media and digital advertising team You will be selling local advertising for our innovative stations.

Responsibilities

- Prospect for quallfled local and iegional busines5es cunduct thorough Customer Needs Analysis (CNA). present and close appropriate marketing solution programs These programs may include any of Townsquare Media's many assets for clients: Broadcast and Online radio, digital products such as display, streaming, loyalty prograns e-commerce, audience extension and digital marketing services
- Leverage our live gvent platform through sponsorahip and sales programs to new and existing clients
- Creale new relationships with local and regional businesses in our area
- Work with local and corporate marketing teanis to develop campaign support materials
- Responsible to accurately project revenues, meat and excesd monthly budgets for all product lines and overachieve annual budgels
- Enter new customer data and other sales contract cletails for station clients.
- Follow accountabilities set forth by your Sates Manager to help guide you to succees achieving monthly sales quotas consistently
- Provide insight and value to executive management to shape the future of our organization


## Qualifications

- Goal oriented. a strong work ethic and a strong desire to learn.
- Previous sales experience. A history of success with customers and a proven ability to develop and grow revenue
- Knowledge and experlence with digital media
- The successful candidate will be smart, curious, tenacious, entrepreneurial independent passionate, and enthusiastic, and work with urgency to meet deadlines
- Accomplished at prospecting and qualifying
- Ability to engage clents quickly and develop rapport, with excellent communication and problem. solving skills.
- Associates/Bachelor's businessimarketing-related degree or equivalent experience


## Benefits

- Weekly, Monithly, and Quarterly contests
- 3 weeks of Vacation Time
- Company provided Laptop
- Medical, Dental, and Vision Insurance
* \$01(k) Retirement Plan
- Hinh Fnernv Wark Fnuirnnmanl
(A) CRREERBUILDER'



## Media and Digital Sales Executive

## Townsquare Media Group • Fort Collins, CO


Degree - 4 Year Degree
Olizer Cirait Indusiries
Sales.

## Job Description

Towisquare Media Group (Furi Collias, CO)
Townsquare Media Fort Collins istludes well-knnwn hrands Jike, K99, TRi $1025, \mathrm{X} 943,59.9$ The Poime, \& Ruck 102.9

## Sentor Media and Digital Sales Executive

Are you Commsission Driven? Have a sense of what it bkes to win? Tf you want to grow pruftessionally, cun move at the speed of light mad still lewe funWeil then we wam to talk to youl
Townsquare Media Northern Calorado is looking for in dynamic sales executive to join our modia and digital adyertising team, You witl be selling local advertising for out innovative stations.

## Responsibilitier

- Prospect for qualified local and regional businesses, conduct thonough Costoniner Nocals Anslysis (C. N A); present and close appmpriate matketitg solution programts. These progroms may boclude any of Townsquare Media's many asets for clients. Broadcast and Online radio, digital products such as display, streaming, loyally programis, e-commerce, audience extension and cligital ntarkeling seavices.
- Leverage our live even! platform through spansorship and sales prograns lo now and existing chients.
* Create new relationships with loonl and repional businesses in our area
- Work with local and curporate nasketisg tcams to develop canipaign support matctials.
- Responsible to accurstely projoci revenues, meel and exceed monihly budgces for all product lines and overachicve anmal budgets,
- Einter new customer data and other sales contract detalls for station ctients.
* Follow actumabilities set forth by your Sales Manager fo help guide you to sucecss achieving nonthly sales guptas consisteistly,
- Provide insight and value to ckecutive management to shape the fivture of our organization.


## Qualifications

- Goal oriented a strong work ethic and a strong desire to learn.
- Previous sales experience-A history of success with costomers and a proven ahility in devclon and grow revcouc.
- Knowledge and experience with digital media.
- The sucoessfil candidave will bo smart, curious, lenacious, enercpectscurial, indepcadent, passionate, mad eistimesiastic, and work wifl urgency fo meet deadlines.
- Accomplished at prospecting and qualifying
- Abilily to engage clicols quickly and develop rappoat, witl excellent comaunication and problein-solviag skills.
- Associatesibachclor's husincssiniarketing-related degree or equivadent experience,
- Valid driver's license, suto insurance, and vehicle required.


## Benents

## Regional Digital Sales Executive

at Townsquare Media (Wi6e at jobs)

fotcolini CO

## Regional Digital Sales Executive

Townsquare Media (NYSE TSQ) is seaking a seasoned Sales Execulve, whth a true 'hunter' mentality to bring coir full suite of cross - platform Digital Modia Solutons to makat. This front ine seller will be responsible for britding oul new revenve channets at the reg onal level to both apancies and direct clients Wers losking for a domain expert with proven success at selling Ackranced Audience Targeting and Extencesd Reach Digital solutions as well as superior knowlecge of newiemerging digtal advert sing technologias and techniques. The ideal candidate has an ontrepreneurial spint. who works whith a sense trgency and passion, and thrives in this aarly stage, market development phase. The Regional Digital Sales Executive will be a key contributor to defining sales stratew. offering progranming packaging and collateral This new role will work closely whih Local sales teams and leadership across 65 markets in the US. This is an ideal role for an experienced, solutions-based seller who is comfortable building new lists, prospecting and closing new business.

## Core Responsibilities

- Buikd out row revenue channels as Regonal and Local Key Accotnt levels
- Crease, implement \& evecute on a Sales Temtory/Accouns Flan to dive direct and agency sales sfforls, with a focus on Mdvance Audience Targeting and Exlendad Reach Digital solutions
- Work independently from, and loni-side. Local cross-platform Selers in individual markets
* Perform extencive needz as5essments whth prospects (acquasibon) and existing customert (cross sell) to determane how TSQ Solutions offer the best result for your customers
* Deliver compelling prasentations that highight the TSO competitie adiantages
- Deveiop neectr-based solution proposals
- Identify, organize and bocue intinnal resources (blesales and posi saies) that are required to aflect ciose of new salas opportunlies
- Meet and Excced Revenue Targeto
- Thnive in a business development role which includes prospecting witivin a defined geograpity as wol as sxpanding, Tluy cras5-seil existing client relat onsinips
- Be successful vith coid calling prospecting and scheduing your own appoentments as inis is a front line selier rola focused on Regional Agencios and Direct Clients
- Research opportunibs thoroughly and proactively, idenlifying an edverbsers needs whie working with Client Services to propose efficient solutons
- Expeat levei understanding of exchange platiorm and advanced audence targeting capalaikes and their vaiue proposition for customers to drive bus iness un t growf and revenue
- Ettabosh strong relationships with advertising agency and client-direct personnel inctuding al decision-mazers and $k e f$ influencers from juniot mesta planners to top management
- Act as a dipital media mentor and tesource to our client base and general sales staff
- Eecome छ positive and influental presence in your tegion

Qualifications

- Minnum 5 years saies expenence as an individual contributor in a sales inunten fole - Digital Sales background ise. mobile, video, display, social simall and paid search)
- Proven expenence saling Advanced Audience Targeting, Extended Feach, and Proprammatic offerings
- Consuitasiver Sokitions selling experience vs B sinple Proctuct seling background
- Proven track racord in meetriglexceeding montht, quarterly and annual revenue goaks
- Consistent performer and responder to daly, veeidy ind morithly Sales KFTs
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- Exceptional communication skels with the abitity to clearly articulata comepeling value propositions Kor TSQ's Digital Soktions
- Excollenl verbal and writan communication shats
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- anlrepreneurial spirit, a salf-starler, who vorke with urpency and passion

Retal, Travel/Tourism, Automotive, Energy and Government

- Independent. Entrepreneurial, comfortable in a fast pace, early stage environment
- Detal-oriented someone who tolls up their sieeves and gets the job done
- Intelectual curiosity to surface insights \& imelications and use this knowiedge to think creatively about how to advance TSQ Regional offerings
- Exceptional communication skiis with the ability to ciearly artculate compeling value propositions for TSQ's Digital Solutions
- Excellent verbal and witlen communication skils
- Superior knowledge of new/emerging digital advertising technolagies and technicues
- Bntreprenesriai spint, a seif-starter who works with urgency and passion
- Regional lravel estimated to be 25-35\% of the time
- Bachelor's Degree or equivalent experience is requred, Advanced segree a plus


#### Abstract

About Us Townsquare is a medis, entertainment and digital marketing solutions company principally focused on small and mid-sized markets across the U.S. Our assets include 318 radio stations and more than 325 local websites in 67 U S. markets. approximately 550 live events with nearly 18 million attendees each year in the U.S and Canada, a digital marketing solutons company serving more than 11,750 small to medium sized businesses, and one of the largest digital advertising networks focused on music and entertainment reaching more than 50 million unique visitors each month. Our brands include iconic local media assets such as WiYRK, KLAO, K2 and NJ101 5, acclamed music festivals such as Mountain Jam, WE Fost and the Tasta of Country Miusc Festival, unique touring lifestyle and entertainment events such as the Amenica on Tap craft beer festival series, the lnsane Infiatable 5 K obstacle race series and North American Midway Entertainment, North America's largest mobile amusement company, and leading tastemaker music and entertainment owned and affilated websites such as XxLTlag com, TasteofCountry com, Loudwire com and BrooklinVogan com. Additionally. Townsquare also operates Townsquare Cares, a non-profit organization that seeks to better the lives of troops and their families


TOWNSQUARE MEDIA BROADCASTING LLC MAINTAINS A DRUG-FREE WORKPLACE AND IS AN EQUAL EMPLOYMENT OPPORTUNITY EMPLOYER APPLICANTS MUST BE ELIGIBLE TO WORK INTHE U.S.

Townsquare Media provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, religion, sex, national origin, age, disability or genetics. In addlition to federal law requirements, Townsquare Media complies with applicable state and local laws governing nondiscrimitiation in employment in every location in which the company has facilities. This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion,
termination, layoff, recall, transfer, leaves of absence, compensation and training.
Townsquare Media expressly prohibits any form of workplace harassment based on race, color, religion, gender, sexual orientation, gender identity or expression, national origin. age, genetic information, disability, or veteran status. Improper interference with the ability of Townsquare Media's employees to perform their job duties may result in discipline up to and including discharge.

## Apply for this Job

First Name *

Last Name *

Emai *

Phone *

Townsquare Media Northern Colorado is home to great brands such as K99, Tri 102.5, 99.9 The Point and 94.3 The X...Live Events including Taste of Fort Collins....and unmatched customized Digital.

## Director of Sales

The ideal candidate will manage a team of high performance sellers and lead all sales efforts in the Market. The DOS will be responsible for leading this amazing sales staff in terrestrial, Digital, social media, Live Events, and programmatic sales. This person will work closely with the General Manager to create unique and valuable cross platform content driven campaigns for our customers. The position requires management experience and strong leadership/interpersonal skills with the presence to lead others and enhance overall revenues.

The DOS will be a motivator, creative thinker and someone who can energize the team in executing GREATNESS!
Essential Duties and Responsibilities Include but are not limited to:

- Manage, recruit and hire top notch sellers
- Support, coach and train account executives
- Spend a majority of time ( $75 \%$ ) with sellers in face to face calls in and around Northern Colorado area
- Implement the strategic sales plan already in place to achieve revenue goals
- Direct forecasting....set and hold account executives accountable in achieving their goals
- Follow through commensurate with Corporate, Regional and Local standards of performance
- Monitor and evaluate activities of each seller individually and as a whole
- Be a key member of the Market Leadership Team with amazing opportunity for growth


## Qualifications:

- Must have 3 years of sales and management experience with a proven successful track record.
- In depth knowledge of media including digital products in marketing and advertising.
- Must have strong communication skills and be able to develop exciting written proposals and verbal delivery.
- Must have a successful track record and experience in consultative selling.


## Benefits:

- Medical/Dental/Vision insurance package
- 3 weeks paid vacation and 9 paid holidays per year
- Career advancement opportunities


# *These postings were listed on our career's page, CareerBuilder, Indeed, Glassdoor, and SimplyHired. 

## 100 ampanapalet <br> $4 \rightarrow$ [a] $[-1+4$ <br> APPI Nor <br> townsquare <br> mothormer <br> Director of Sales <br> at Townsquare Media (View all jobs) <br> Fort Collins, CO <br> Director of Sales <br> Townsquare Media Group Ft Collins/Greeley/Loveland <br> Townsquare Media Northem Colorado is home to great brands such as K99, Tri 102.5, 999 The Point and 94.3 The X...Live Events including Taste of Fort Collins .. and unmatched custornized Digital <br> Director of Sales <br> The ideal candidate will manage a team of high performance sellers and lead all sales efforts in the Market. The DOS will be responsible for leading this amazing sales staff in terrestrial. Digital, social media, Live Events, and programmatic sales. This person will work closely with the Generai Manager to creale unique and valuable cross platiorm content driven campaigns for our customers. The position requires management experience and strong leadershipfinterpersonal skills with the presence to lead others and enhance overall revenues. <br> The DOS will be a motivator, creative thinker and someone who can energize the team in executing GREATNESS!

Essential Duties and Responsibilities Include but are not limited to:

- Manage, recruit and hire top notch sellers
- Support, coach and train account executives
- Spend a majority of time ( $75 \%$ ) with sellers in face to face calls in and around Northem Colorado area
- Implement the strategic sales plan atready in place to achieve revenue goals
- Direct forecasting....set and hold account executives accountable in achieving their goals
- Follow through commensurate with Corporate, Regional and Local slandards of performance
- Monitor and evaluate activities of each seller indlvidually and as a whole
- Be a key member of the Market Leadership Tean with amazing opportunity for growth


## Qualifications:

- Must have 3 years of sales and management experience with a proven successful track record.
- In depth knowiedge of media including digital products in marketing and advertising
- Must have sliong communication skills and be able to develop exciling written proposals and verbal delivery
- Must have a successful track record and experience in consultative selling.


## Benefits:

- MedicaVDental/Vision insurance package
- 3 weeks paid vacation and 9 paid holidays per year
- Career advancement opportunifies


## About Us



## INVOICE





## The latest Nielsen Audio ratings.

We've added Nielsen Audio share data from Dayton, Grand Rapids, Manchester, Poughkeepsie, NY, Tucson, and Tulsa. Find a list of every station in a market, and ratings for Nielsen Audio subscribers, at Stationatings.com.


## Not an Inside Radio Subscriber? Click Here to get access to inside Radio news

## Director of Sales - Colorado

Come live in the beautiful front range of Northern Colorado and lead a very dynamic sales team in the booming Ft Collins/Greeley market.

## Afternoon Sports Talk Host - Virginia Beach, VA

ESPN Radio 94.1, a locally-owned and operated, Top 50 market radio station located in Virginia Beach, VA, is
 searching for a full-time afternoon Sports Talk host.

From: Leah Adams [ladams@allaccess.com]
Sent: Thursday, March 09, 2017 1:02 PM
To: Justin Tyler
Subject: RE: Stealth Job Opening

This job has been posted to our site.

Leah Brungardt
Accounting Assistant/Administrative Assistant/Editorial Writer http://music.allaccess.com/author/leahadams/
24955 Pacific Coast Hwy. Ste. C-303
Malibu, CA
90265
Office: 310-457-6616
Cell: 310-741-0182


From: Justin Tyler [mailto:Justin.Clapp@townsquaremedia.com]
Sent: Thursday, March 09, 2017 11:22 AM
To: ladams@allaccess.com
Subject: Stealth Job Opening
Afternoon Leah!
I need to post a stealth job opening on All Access for a position we will have open soon, and the details are below. All resumes and applicants can be forwarded to this email address. Thanks!
$\qquad$

1

Fantastic opportunity in a medium sized Colorado region is looking for you. Must have experience in either country, CHR, AC, or Hot AC to be considered for this position. This search is NOT daypart specific, meaning you could be considered for any prime weekday slot. We just want to hear your BEST stuff and make sure you stand out above the rest of the pack. You must also be a forward thinker in both digital and on-air, as well as be able to represent the station at events throughout the marketplace in the most professional manner while having the most FUN. If you are in a smaller market or part time in a larger market, this position could suit you the best. Want to be considered? Send us a resume, an aircheck which will make you stand out above the rest, and tell us what YOU think makes the most compelling show possible in 2017. This position is NOT for voicetrackers or syndicated shows...we only want someone who will live local and be an integral part of the community.

## townsquare

## Shiction

## Media and Digital Sales Executive

at Townsquare Media (Verer all jutu),
Font Colins, 80
Townsquare Media Group
CO, United Statos (Ft. Collins)
Townsquare Media Fort Collins inchudes well-known brands 3ke K99. TRL-102 5. 94.3 Loudyire, 99.9
The Point and Rock, 1029
Media and Digital Sales Executivg
Are you Cammission Driven'? Have a sense of what it takes to win? It you want to grow protessionaly, can move at the speed of light and still have fun- Well then we want to talk lo you

Townsquare Meda is looking for a dynamic sales executive to join ou media and digital ackertising Inam. You will be seling local adverising for our innovative statians

## Responsibilities

- Prospect for qualified local and fegional businesses; conduct thorough Customer Needs Analesis (C N A): present and cloae appropriate marketing soluticn programs. These progrants may include any of Townsquare Media's many assets for clients: Broadcast and Online radio, digial products such as display streaming, loyaity programs; a-commerce audience extension and digital marketing services
* Leverage our ive event platform through spensorship and safes programs to new and oxisting cients
- Create new relationships with focal and regional businesses in our area.
- Work with local and corporate marketing teams lo develop campaign support materials
* Responsible to accurately project revenues, meet and exceed menthly budgets for all product lines and owerachiovn annual budgels
- Enter new customer data and other sales contaci detals for stabion clients
- Foliow accountabilities set forth by your Sales Manager to thelp guide you lo success achieving monthly sales quotas consistentty
- Provida insight and value to exacutive management to shape the fututa of our organtzation


## Qualifications

- Goal oriented a strong work sthic and an strong desire to learn
- Previcus sales experience. A history of success with customurs and a proven abizily to develop and grow revenue
- Knovfedge and experience with digital media
* The successful candicate will be smart, curious, tenacious, enfrepreneurial, indepenoent passiontele, and enthusiastic, and work with urjency to meet deadines
- Accomplished at poospecting and quellying
- Abily to engage chients cquickly and devilop rappoct, with axcellent communication and problemsolving skils
- Associatesitachelor s businessimarkating-related degree or equivalent axperience


## Benefits

- Weekly, Monchly, and Quarteriy contests
- 3 wenks of Vacation Tirv
- Company provided Laptop
- Medical. Dental, and Vision Insurance
- $101(\mathrm{x})$ Retiremant Plan
- Hinh Fnariv Work Fnwinnmmal


## Exhibit 5

Documentation of Recruitment Initiatives

Recruitment Initiatives List from December 1, 2015 - November 30, 2016:

|  | TYPE OF RECRUITMENT INITLATIVE (MENU SELECTION) | DATE | BRIEF DESCRIPTION OF ACTIVITY \& SCOPE OF BROADCASTER'S PARTICIPATION | RECRUITING STAFF IN ATTENDANCE |
| :---: | :---: | :---: | :---: | :---: |
| 1 | Larimer County Job Fair | 1/14/16 | KUAD/KTRR/KMAX/KKPL participated in this job fair recruiting for Part Time promotion | Pat Kelley |
| 2 | Weld County Job Fair | 3/3/16 | KUAD/KTRR/KMAX/KKPL participated in this job fair recruiting for interns. | Todd Harding |
| 3 | Internship Program | 12/1/15-11/30/16 | KUAD/KTRR/KMAX/KKPL had 1 intern participate in our internship program from 12/1/1511/30/16. | Jill Mueggenberg |
|  |  |  |  |  |

18/6699251

Recruitment Initiatives List from December 1, 2016 - November 30, 2017:


# Recruitment Initiatives Documentation 

Social and Media Digital Intern for TSM Ft. Collins-

The Social and Media Digital Intern will gain experience in social media platforms and the tools used. The intern will maintain a presence on various social media platforms and help to create and publish content that is relevant to Townsquare Media. Will be assigned projects by the DME and will work her with her to gain experience.

TOWNSQUARE MEDIA INTLRVIEW SHEET

POSITION: Digital Intern
STATION: KUAD, KRPL., KTRR, KMAX, KARS
DATE OF VACANCY: DYOH2016 DATE OF POSTING:


WHO HIRED: Jemn REFERRAL SOURCE: The Gredey
Stumpede
START DATE OF EMPLOYMENT 7/112016

ATTACHMENTS: PDF, SOURCE LETTERS AND OR WE日SITE POSTINGSSPOT TIMES

COMPLETED BY: $\qquad$ Madiwn Scruges

## Madison Scruggs

| From: | Madison Scruggs |
| :--- | :--- |
| Sent: | Wednesday July 13, 2016 12:06 PM |
| To: | Jenn |
| Subject: | Checklist for blogs |

1. Add new post
2. Fill out the title of the blog with an 5EO-optimized title-this just means key words first (so instead of 'Big News Coming Out of Disney', say 'Disney Announces Big News'). Great key words help as well!
3. Write the body of your post. Always link to any sources you use and cite your sources for quotes or any Information you get on an outside site. You are allowed to use pretty much anything as a source, as long as you trust the webslte.
4. Make sure you have both a photo at the top of your post and a featured image. The featured image can definitely be the same photo as the one in your post, and can be different as long as there is no text in the featured image photol
5. Make sure you have an excerpt or a 'read more' line after the first sentence or few sentences.
6. Make sure the author is your name (Or pick 'Townsquare Staff' If you're logged into my account\}.
7. For dynamic lead settings, make sure you see 'primary' in the dropdown area and then click "add'. This is all you have to do in this box!
8. Make sure the entire SEO pack is filled out. Title and description can be the same as your blog title and your blog excerpt. Please only use $3-5$ keywords, and make sure they serve to categorize your post similar to a tag.
9. Speaking of tags, make sure the box on the right hand side is filled out with key words from your post and specific things people may search for to find your post.
10. Pick a few categories in the Category box above the tags that describe your blog.
11. Crosspost to other sites using the Crossposting box. If you want the post to go to 99.9, type in KKPL. For K99. type in KUAD. For TRI, type in KTRR, for X, type in KMAX. If you are using the backend of one of these sltes to publish, you do not have to type in that site's call letters.
12. Only click the bax for "force' If you are comfortable having the blog gollve on the sites you are publishing to. If you would rather give the brand managers freedom to go in and read your blog to decide if it is good for their sites, do not click 'force".

That's it/ Here's my log in info:

Madisonscrupas townsquaremeda.com
(machanayitiv.
Let me know if you need anything eisel I'm taiking with it to get your email set up right now.

Have a great day!

Madison Scruzes, Digital Managing Editor
Townsquare Media Northern Colorado
Office: 970.674 .2758 | Mobile: 817.528 .4273
madisan scruesselownsquaremedia.com

April 10, 2018
To: Derek Teslik
From: Pat Kelley

Re Job Fairs

I represented Townsquare Media and attended the following Job Fairs...

Larimer County Job Fair on 1/14/2016
Weld County Employment Services Fair on 4/12/2017


Townsquare Media Northern Colorado

## PatKolientedomnsquaremedia.com

Office: 970-674-273a | MokTe/Text: 312-576-5552
K99 | TRI 102.5 | 99.9 The Point | 94.3 The X | Rock 102.9 | CSU Rams Sports

+ web + live everta + mobile + targeted digital ad dellvery = Main Streat's Growth Engine


## Pat Kelley

| From: | Todd Harding |
| :--- | :--- |
| Sent: | Tuesday, April 10, 2018 7:27 AM |
| To: | Pat Kelley |
| Subject: | Weld Job Fair |

I was proud to represent Town Square Media March 3, 2016 at the Weld County Job Fair at the University of Northern Colorado in Greeley. I talked with dozens of students about a possible career in radio.

Todd Harding

$\ldots-$

## Weld County Now Recruiting Employers For Job Fair For

Young People Seeking Summer Jobs
 Grove tivent Center, 525 North Fourteenth Avehue in Greeley, from 3iJO FM to 6 PM.
The event is antscipated to draw hundruac of young aduits betieen the ages of $15-21$ to meet with anplepers offering a variety of employment oppertumibes. In fact, many studsota will land a sammer fob right on the spofl
Lestio Galinfo, whe administers the summer Job hunt program for Employment Services of Weld County, is recruting employers for the ovent"Wo're looking for temployern who wifi offer a diversity of jobs to gourg soults. If you have full-time or part-time sensenal jobs, I vidid the
This annual job fair for youth is offervd as a part of the Gevernor's Summer Job. Hurit, a vital link bebitens clasurgen learing and actual on-the-job experience. The prosram is a collaborative effort with the Colorido Department of Labor and Enploymest and is deilgned to osatch young peopie's skills and interests with employment apportunities. Last jear, Unploymert Services of Wold County ansisted nimout 3,000 youns reople in their sumer fob search.
This progrm has helped more then helf a million young people since it begas in 1981,"sajs Lindh Perea. Director of Employmeot Services of




## 田回 <br>    <br> mificic



Looking For a Job? Job Fair in Fort Collins Monday Could Get...
October 10, 2017 , by Justin Tyler
On Manday, you may find the nght job for you. The public can arrive at 10.30 a.m. and the job fair will run until 1230 p.m.

View more articles like this


WY-co Job Fair to Be Held at the Ranch in Loveland in October
September 26. 2017, by Todd Harding
The WY-CO Workforce Partnesship will host a job fair from 3 p.m. to 6 pm . Wednesday, October 4, 2017 in the First National Bank. Job seekers are encouraged to check with their local workforce centers for job fair prep events and should come prepared with

Vien more anciciestase his


Regional Job Fair September 20, 2016, at the Ranch in Loveland
September 9. 2016, by Tadd Harding
Youth and adult job seekers are encouraged to create a proffe in connectingcolorado com before the September 20th job fair .Jab seekers dont noed to register for the free fob falt, but are encouraged to deess appropitiately. bring muitiple cesumes and

Viear moterarictealienthis


Northern Colorado and Southern Wyoming Job Fair Coming to the... May 2, 2016, by Todd harding
Youth and adult job seekers are encouraged to create a profile in connectingcolorado com before the May 11th job fair ...Job seekers dont need to register for the free fob fait, but are encouraged to dress professionally and bring copies of their

View.more articlea likethis

# Supplemental Information Regarding the Unit's Community Involvement 

## Pat Kelley

| From: | Raisley, Kelly <Kelly,Raisley@unco.edu> |
| :--- | :--- |
| Sent: | Monday, October 09, 2017 1:34 PM |
| To: | Pat Kelley |
| Subject: | RE: Class Visit |

Yep, just Apple's need a special adaptor.

See you at 3:30 tomorrow.
Kelly
Kelly Scott Raisley
Journalism \& Media Studies
Candelaria Hall 1265 F
970-351-2216


From: Pat Kelley [mailto:Pat.Kelley@townsquaremedia.com]
Sent: Monday, October 09, 2017 12:36 PM
To: Raisley, Kelly
Subject: RE: Class Visit
I have a regular computer...I assume that it can hook into your projector.

Thanks!

From: Raisley, Kelly [mailto:Kelly, Raisley@unco.edu]
Sent: Monday, October 09, 2017 12:33 PM
To: Pat Kelley
Subject: RE: Class Visit
Hi Pat,
Yes, the classroom does have access to WiFi, it also has a computer and projector. If you want to bring your own computer, and it's an Apple, you'll need to bring the adaptor cord to hook up to the projector - otherwise you can just use the computer in the room.

Kelly

Kelly Scott Raisley
Journalism \& Media Studies
Candelaria Hall 1265 F
970-351-2216


From: Pat Kelley [mailto:Pat. Kelley@townsquaremedia.com]
Sent: Monday, October 09, 2017 10:58 AM
To: Raisley, Kelly
Subject: RE: Class Visit

Got it...do you have a WiFi I could hook into?

From: Raisley, Kelly [malito:Kelly, Raisley@unco.edu]
Sent: Monday, October 09, 2017 9:11 AM
To: Pat Kelley
Subject: Class Visit

Hi Pat,
Sorry I didn't get this message to you last week, I too am excited for your visit to class. I have attached a campus map (PDF) to this email.

Building and Parking Location information is:
Candelaria Hall Room 1265, I'll have you meet me in the Journalism Office and we can walk to the classroom together (in the same building), on the campus map we are considered "west campus" and our building number (on map) is 130. The easiest way to enter is off $14^{\text {th }}$ Avenue, as it runs right into the parking lot area for this building (Parking lot L). If you enter this way you will see a parking pass machine as you enter, stop there to retrieve a parking pass - our code you can use for a FREE pass is 16338.

Please let me know if you have any questions, my class and I are looking forward to your visit

Enjoy the evening,
Kelly
Kelly Scott Raisley
Journalism \& Media Studies
Candelaria Hall 1265 F
970-351-2216
-
**This message originated from outside UNC. Please use caution when opening attachments or following links. Do not enter your UNC credentials when prompted by external links.**
** This message originated from outside UNC. Please use caution when opening attachments or following links. Do not enter your UNC credentials when prompted by external links.**

You heard from them directly how much they appreciated being able to count each of you as people who care about them and that they know are in their corner. You all treated this process with great respect and compassion and every recipient felt validated and respected as a result.

At the request of several of our Selection Committee Members I have left all the email addresses visible so you have one another's contacts as I appreciate this experience is equally bonding and emotional for all of you who sat around that table this past month. You shared in an experience that very few others would be able to fully understand or appreciate.

I hope you are able to attend our $18^{\text {th }}$ Annual Realities For Children Awards Gala, as I know these youth will be looking for you and we want to have the largest cheering section ever for each of these kids as they take the stage and accept their well-deserved Triumph Award.
On that note I would like to ask 2 things of you.

1) Please invite everyone you know and work with that to attend this year's event - to help us give these children the sendoff they deserve. Also there may be people in your sphere of influence that are not aware of Realities For Children and our services that you think would be interested in being involved. By taking a few minutes to extent the invite to your database we may find new Members, Volunteers or Donors - and who knows maybe even a few folks that help us to reach our endowment goal so we can provide so much more to the next rounds of deserving youth. At the very least you will have helped to educate a few people further about the needs and the lives they can change by getting involved - and that is one of our most basic core services.

All you would need do is share a brief personal invite with a link to the website where they can learn more and purchase tickets if they choose to at www.RealitiesForChildrenAwards.com there is also a specific ink on that page about the Triumph Awards.
2) Also if you find time - I would love a brief testimonial or short quote about this experience - we may choose to share it on our Member Face Book page as part of our general invitation to attend. There are many invested Members and supporters that have not had this experience and opportunity to learn the depths of abuse these children have faced and the amazing spirits that they have to triumph over such adversity. If you feel you are more passionate and on fire to help these children as a result of your experience - maybe you can give a little of that gift to some others by sharing what this experience has meant to you.

Thanks again and I look forward to celebrating the triumph we all hope to witness with the investments we give to make a difference.

Sincerely,

## Craig A. Secher

Realities For Children Charities
www.RealitiesForChildren.com
1610 South College Avenue Fort Collins CO $80525 \quad 970.484 .9090$


## Pat Kelley

| From: | Craig Secher [craig@realitiesforchildren.com](mailto:craig@realitiesforchildren.com) |
| :--- | :--- |
| Sent: | Monday, March 30,2015 2:33 PM |
| To: | Pat Kelley |
| Subject: | RE: Triumph Awards |

Awesome Pat - we will post that and feel free to extend that personal invite to everyone you would like to attend.

Give me a call 227-5282 about your park permit when you are able

## Craig A. Secher

Realities For Children Charities
1610 South College Avertue, Fort Collins
Join us at our 18 Annual Realities For Children Awards Gala-April $11^{\text {th }}$
Where we celebrate our heroes and the Spirit of Triumph
www.RealitiesForChildrenAwards.com


From: Pat Kelley [mailto:Pat.Kelley@townsquaremedia.com]
Sent: Monday, March 30, 2015 8:10 AM
To: Craig Secher; Angela Myers; April A. Peterson; Brent Barstad; dawn@egercpas.com; Dr Ed; edosgood@gmail.com; Erin Pitts; laneschlossersigns.com; Ja'Nae Osgood; Kristy Volesky; Matt; Sean Dougherty; tandkwipmail.com

## Subject: RE: Triumph Awards

Craig...as mentioned, this was life changing. Please feel free to post this...

It was an honor to be one of 12 on the selection committee for the 2015 Triumph Awards. As each nominee shared their stories, goals and dreams, my mind went from anger and concern to hope. In the face of abuse, these young people chose the high road and simply didn't know how to quit. I encourage all of Northern Colorado to attend the Triumph Awards Gala on April 11...it will change your life. Despite what the news media says, there is a lot of good in the world. Come see and experience it for yourself. Don't wait, click here now www.RealitiesForChildrenAwards.com

From: Craig Secher [mailto:craig(@realitiesforchildren,com]
Sent: Friday, March 27, 2015 5:07 PM
To: Angela Myers; April A. Peterson; Brent Barstad; dawn@egercpas.com; Dr Ed; edosgood@gmail.com; Erin Pitts; ian@schlossersigns.com; Ja'Nae Osgood; Kristy Volesky; Matt; Pat Kelley; Sean Dougherty; tandkw ingmail.com Subject: Triumph Awards

Good afternoon everyone,

I wanted to take a moment to thank you all for your service on behalf of all the children we will have the opportunity to recognize as 2015 Triumph Award Winners.

Pat Kelley

| From: | Kirby Kimble |
| :--- | :--- |
| Sent: | Thursday, March 29, 2018 2:41 PM |
| To: | Pat Kelley |
| Subject: | Mock Interview thank you (2) |
|  |  |

From: Jessica Teal [mailto:jessica.teal@weldre4.org]
Sent: Monday, February 19, 2018 10:50 AM
To: Michelle, Bradley@colostate, edu; Pat Kelley <Pat.Kelley@townsquaremedia, com>; Kirby Kimble [Kirby.Kimble@townsquaremedia.com](mailto:Kirby.Kimble@townsquaremedia.com); alexashugs@gmail.com; spiritheartranch@gmail.com; Copper Cup Productions [coppercupproductions@gmail.com](mailto:coppercupproductions@gmail.com); Rader - CDPS, Jessica [jessica.rader@state.co.us](mailto:jessica.rader@state.co.us); Kristen Stahl [kristenstahl@smithdelivers.com](mailto:kristenstahl@smithdelivers.com); valerie@bramerlegal.com; centennial@centennialarch.com; Brown, Bob (ES) [Bob.C.Brown@adp.com](mailto:Bob.C.Brown@adp.com); kristi.watson@unco.edu
Subject: Panelist Thank You Letters
Hello Life Management Mock Interview Panelists!
Again thank you for serving on the mock interview panel, our students have hand-crafted thank you letters for you all. Please be aware that I had them write the formal thank you as if they were looking to be hired for that job which means they included a follow up portion (how they would do that). Of course you do not need to feel the need to hire, again the experience was amazing for them and that is what is important! Thank you!

Jessica Teal
Family and Consumer Sciences
FCCLA Chapter Adviser
FIDM Fashion Club Adviser
Freshman Class Sponsor
Social Committee
CATFACS President-Elect
College of Health and Human Sciences Emerging Leaders Council
Alexa's Hugs Board Member
Windsor High School-Go Wizards!
"Tell me and I forget, Teach me and I remember, Involve me and I learn."
-Benjamin Franklin



[^0]:    ${ }^{1}$ Stations are located in the Ft. Collins, CO Metropolitan Statistical Area, which has a population of 299,630 according to the 2010 U.S. Census.

