

City

State/Province

Postal Code/Zip

Phone:* 406-758-2800

Ext.

Alternate Phone

Fax:

Email address

Alternate Email

Community & Brand Support

1. Describe your destination.

Describe your destination (who you are, who you wish to attract and why would they come) addressing your strengths, opportunities, and potential challenges. How does your destination align with Montana's brand pillars?

Describe your destination. How does your destination align with Montana's brand pillars?

Kalispell is a friendly small town where discovery lies in every direction. Located just a few miles from the entrance to Glacier National Park and Flathead Lake, Kalispell serves as a jumping-off point to experience the best that Montana has to offer — epic hikes, peaceful sailing, fantastic fly fishing, life-list birding -- you name it. Kalispell also offers affordable shopping, fine dining, excellent cultural attractions and warm hospitality—all with a sense of Montana sophistication that visitors find both surprising and comforting. That makes Kalispell a perfect destination for people who like a little city comfort mixed in with their outdoor wonder.

- We are in the MIDDLE of what people come to Montana for: iconic natural wonders of Glacier National Park and Flathead Lake and a variety of recreation opportunities.
- We are nonstop DISCOVERY: there's something new to see and do in every direction.
- We are BALANCE for an outdoor-centric trip: from national brand stores to fun boutiques, from symphony concerts to farmers' markets, from blue plate specials to four-star gourmet.
- We are GENUINE hospitality: Kalispell is a real town with community events and warm, welcoming people who are enthusiastic about sharing the place they live.
- Kalispell is the location of larger meeting and convention space and event facilities and more guest rooms than other locations in the Valley.
- The regional trade center for retail, health care, business and education.

Our audience consists of adventure travelers and Geotravelers who like to mix their outdoor adventure with culture, history and a charming small town experience. Kalispell's audience is not united by age or demographic or by their reason for visiting (vacation vs. business). What our visitors share is that they're looking for a taste of outdoor adventure – hiking, boating, rafting, wildlife viewing, skiing, fishing, hockey – with the opportunity to experience culture, history and an affordable variety of lodging, dining and shopping.

Challenges:

Transportation: Costs and availability of air travel continue to be a barrier for Kalispell to effectively increase visitations from some markets. Higher costs and continual downgrading of services on airlines is creating frustration with travelers. There is a local effort in place to capture more direct flights (Glacier AERO). New markets actualized to date include Portland, Los Angeles and San Francisco Bay Area. Amtrak passenger rail transportation has been negatively affected due to increasing oil freight on the line. Passengers are experiencing significant delays and cancellations. Amtrak recently made a schedule change for the Empire Builder line which took effect in April 2014.

Public Assembly venues: Kalispell CVB will continue to work with community leaders and public officials to find opportunities to improve our public assembly venues which are limited due to size and condition.

Glacier National Park: KCVB will continue to increase awareness of year-round activities in Glacier Park to decrease the impact on the local economy due to the opening and closing of the Going To The Sun Road. As the major road reconstruction winds down, the Kalispell CVB will work with Xanterra, the National Park Service and other community leaders to push for an extended season at the park.

Optional: [Include attachments here](#)

2. How will your marketing plan address the three phases of the travel decision process of inspiration, orientation and facilitation?

How will your marketing plan address the three-phase travel decision process of Inspiration, Orientation and Facilitation?

The **Inspiration phase** is one in which the traveler is made aware of the general product and develops a desire to visit the destination. Kalispell's marketing plan and initiatives leverage the Montana brand awareness achieved by MTOT then connects with our target markets to provide inspiration about our destination through compelling imagery, engaging text and strong incentives to travel. Potential visitors connect with Kalispell's iconic natural resources (Glacier National Park and Flathead Lake) while gaining a sense of the welcoming small town and lifestyle. It's important to connect with those that already love you and talk about you, which includes the locals, as they can be your best spokespersons.

That's where social media plays an important role. The media primarily used during this stage is DiscoverKalispell.com, print and online advertising, video, social media, emarketing, collateral, travel shows, signature events and publicity.

In the **Orientation phase** travelers begin to figure out the details of the trip. This phase focuses on the route the traveler will take, stops to make along the way, and what activities and attractions best fit their lifestyle and travel group. Media used to help orient the visitors to the offerings of our destination include DiscoverKalispell.com, Trip Advisor, social media, online advertising that points to associated landing pages, collateral, PR, and emarketing targeted to specific interests and other demographic factors. At this stage we offer suggested day trips and tours, consumer reviews, niche brochures such as Brews, Wines and Spirits, story pitches and packages.

In the **Facilitation phase** travelers drill down and select specific activities and make reservations for transportation, lodging and activities. This would include looking at day trips and tours outside of the primary trip purpose (i.e. Glacier Park vacation: what are other activities for days outside of the park). The resources Kalispell provides to the visitor at this phase of the planning cycle is DiscoverKalispell.com – including superior mobile compatibility, visitor information center, signage, lodging packages, maps, Trip Advisor for dining and activity suggestions.

Optional: Include attachments here.

3. Who is your market?

a. Define your target markets (demographic, geographic and psycho-graphic)

Who is your market?

1. Primary Market

Geographic: Drive markets: Alberta and Southeastern British Columbia, Washington, Oregon, Montana

Direct Flight Markets: Seattle, Portland, Minneapolis, Chicago, Denver, Los Angeles area, San Francisco area

Demographics: 35-64 years old; couples and younger families; business travelers

Trip Type: Shoulder and winter seasons - business, groups, leisure short getaway/extended weekend

Summer - base camp and/or pre-post stay for Glacier National Park week-long summer/

early fall vacations.

The first time visitor is primarily here for Glacier National Park, and specifically to experience the Going To The Sun Road. Travelers will choose Kalispell as the base camp for their trip because we offer a central location to a number of activities and provide affordable vacation options, particularly for families. The repeat visitor is less dependent on availability of all areas of Glacier Park and branches out to the other attractions such as Jewel Basin, Lone Pine State Park, and partakes in local culture such as the historic walking tour of downtown Kalispell. Kalispell also supports a strong business and group repeat market.

The Canadian market predominantly visits for shopping, particularly around Canadian holiday weekends. They also participate in sports such as skiing and golf as the prices are lower than similar venues in Canada.

Kalispell supports and leverages the brand awareness that the Montana Office of Tourism has achieved in the key markets of Seattle, Chicago and Minneapolis through participation in coop campaigns and social media campaigns. The KCVB directs consumer marketing funds to the Provinces of Alberta and southeastern British Columbia and Kalispell's drive, direct flight and Amtrak markets.

b. What are your emerging markets?

1. b. Emerging markets

Geographic: Markets identified through our signature event participants; new direct flight markets

Demographic: 30-45 years old; friends, couples, multi-generational groups

Trip Type: Extended weekend, 5-7 days centered around events and activities (shoulder and winter)

Millennials are a growing importance to the travel industry. Young travelers look for active adventures both for excitement and as a form of conspicuous consumption and share their trips on social networks and read and write online reviews. (CTC News) According to recent research by Expedia, travelers aged 18-30 take an average of 4.7 trips a year, exceeding the 3.6 trips by those aged 30-45 and 2.9 trips by those aged 46-65. Kalispell CVB reaches this segment through online and social media marketing as well as our signature events which promote a youthful and adventurous side of our destination.

The Senior travel segment will continue to grow as approximately 10,000 baby boomers retire each day and travel is on the top of their lists (U.S. News and World Report). In their travels they seek out good customer service and affordable and memorable experiences, which is a perfect fit for Kalispell. This group tends to take trips with their extended family – multigenerational travel – building memories as a family. As a destination

we need to provide suggested itineraries and activities that appeal both to 6- and 66-year olds.

c. What research supports your target marketing?

Research that supports target marketing

The largest segment of visitors to DiscoverKalispell.com are between 25-34 years old; 54% male; with a strong interest in sports.

According to ITRR Nonresident Traveler Expenditure report for Flathead County visitors spend an average of \$290.4M annually. The largest expenditure sector is retail sales – largely supported by the Canadian visitors.

2013 Institute for Tourism and Recreation Research non-resident survey on travelers spending at least one night in Flathead County:

28% of groups have all first time visitors

52% of groups with all repeat visitors

21% flew on a portion of their trip

67% used auto/truck as travel mode to enter MT

89% visited Glacier National Park

91% brought wireless technology

Average group size: 2.43

Average age: 56

Top 5 residency of origin: Alberta, WA, CA, British Columbia, MN

69% gave Vacation/recreation/pleasure as primary reason for visiting the area

Top activities include: scenic driving (73%), day hiking (55%), nature photography (45%), wildlife watching (42%) and recreational shopping (38%).

Consumers want memorable experiences, quite often through activities that take them out of their comfort zone. According to the 2013 [Adventure Tourism Market Survey](#), the average yearly increase in adventure travel was 65 percent from 2009 to 2012. The trend reflects a growing desire to experience travel activities that are transformative and engaging rather than safe and expected.

Travel Market Report states several trends that the travel industry should be aware of. One was the “rise of conspicuous leisure”. This is defined as presenting a social status through consumption of experiences rather than consumer goods. Another trend is the growth of “Creative Tourism”. This is defined by the Travel Market Report as travel directed toward an engaged and authentic experience, connecting with those who reside in the destination. The Montana tourism industry recognizes this as Geo Tourism. This report of recent trends reinforces that our destination brand messaging is on track.

Mobile Devices: 91% of the adult population now owns some kind of cell phone. Adoption of that technology varies by age and household income but 56% of *all* American adults are now smartphone adopters. Every major demographic group experienced significant year-to-year growth in smartphone ownership between 2012 and 2013, although seniors—defined as those 65 and older—continue to exhibit relatively low adoption levels compared with other demographic groups. (Pew Research Internet Project, Smartphone Ownership 2013.) Kalispell retrofitted DiscoverKalispell.com to responsive web design in FY’14. In FY’15 we’ll continue to monitor and improve the resources available for trip planning and use during their trip from mobile devices. To accommodate those 65 and older and other slower adopters of smartphone technology, Kalispell will continue to offer superior visitor services at the VIC, comprehensive printed maps and materials as well as easy to navigate online resources.

Social Media: Some 73% of online adults now use a social networking site of some kind. Facebook is the dominant social networking platform in the number of users, but a striking number of users are now diversifying onto other platforms. Middle-aged and older adults place a relatively high value on social media as a tool to connect with others around a hobby and interest. Sixteen percent of 30-49 year olds and 18% of 50-64 year olds cite “connecting with others with common hobbies or interests as a major reason they use social networking sites”. Additionally, men are a bit more likely than women to use these sites to connect around a hobby or interest—56% of male users say that this is either a major or minor reason for their usage of these sites, compared with 44% of female users. This is an important distinction for a DMO. (Pew Research Internet Project, Social Networking Fact Sheet)

Economy Services: A growing trend is the alternative lodging resources such as Airbnb, HomeAway, VRBO, and specialized lodging associated with a particular activity such as a bike hostel. It will be important for the KCVB to find ways to acknowledge that trend while continuing to highlight the affordable variety of lodging found in Kalispell.

[Optional: Include attachment here.](#)

4. Overall Goals

Overall Goals

1. Connect with potential and repeat visitors as demonstrated through increased usage of our key platforms (website, social media, and newsletter subscriptions).
2. Grow winter season visitations.
3. Work cooperatively with other local organizations to promote local events.
4. Increase earned media placement for Kalispell in travel publications.
5. Expand and improve resources at the Visitor Information Center.
6. Identify a fourth Signature Event to take place between November and April.
7. Provide sponsorships to identified events and sports tournaments that have long term growth potential during shoulder and winter seasons.
8. Connect with active meeting planners in drive market.
9. Play an active role as a voice for tourism in the state and the community through positive publicity and outreach.

Objectives

Consumer Travel

1. Increase total unique visitors to website by 20% over FY'14
2. Increase visits to website from mobile devices by 17%
3. Increase occupancy at TBID hotels between November and February by 2%
4. Generate 6 media stories in target markets through public relations efforts
5. Promote Kalispell at 3 consumer travel shows
6. Host travel media
7. Expand VIC hours to 7 days a week between June 1 and Sept 1
8. Improve methods to capture database of VIC walk-ins and create follow up program

Events and Sports Tournaments

1. Successfully produce established signature events: on budget and increased economic impact to community.
2. Establish sponsorship for two other events or sports tournaments that have long term growth potential during off-season.
3. Create policy on host hotels and ancillary event revenues.

Meetings & Conventions

1. Establish Customer Relationship Management program and Lead Generation Service to improve communication with identified meeting planners in drive market.
2. Create marketing program for local and out of market use to promote Kalispell as meetings/convention destination.
3. Create a comprehensive database and recruitment program of all active regional planners.

Optional: [Include attachments here.](#)

5. Cooperative Opportunities

a. In what types of co-ops with MTOT would you like to participate?

In what types of co-ops with MTOT would you like to participate?

KCVB actively participates in online co-ops for winter and warm season. We would be interested in considering regional print publications such as Northwest Travel.

b. In what other types of co-ops would you like to participate? (Regions/CVBs, etc.)

In what other types of co-ops would you like to participate?

KCVB will continue to look for opportunities to work with region/CVB partners to best leverage our promotional funds and maximize our exposure.

c. What types of co-ops have you done in the past? Were they successful - why or why not?

What types of co-ops have you done in the past?

In the past the KCVB has participated in co-ops with Whitefish CVB and Glacier Country to produce a Flathead Valley Birding Brochure. Also participate along with WCVB, Glacier Country and Destination Missoula in media events, RMI FAM event, travel shows and Senator Baucus Trade Mission. We have felt that all co-ops were successful.

Optional: Include attachments here.

Include pie chart here.

KCVB Funding Allocations - Pie Charts.pdf

Marketing Segment, Strategy & Budget

Marketing Segment	Marketing Method	Does research support this method?	Describe your method.	Supporting research/statistics	Provide a brief rationale.	Plan to measure success?	Marketing Method Evaluation	Estimated budget for each method.	Non bed tax funds?	Add'l Attchmnts
Consumer	Social Media	Yes	Update and manage social media sites that foster consumer engagement including cross-platform consistency. Daily updates to include strong imagery, relevant content to reach users of Facebook, Twitter, Instagram, YouTube. Also includes Trip Advisor Kalispell page subscription and advertising and Facebook and You Tube advertising.	ITRR Quarterly Non-Resident Survey for Flathead County shows 12% surveyed reference consumer reviews during trip planning. InFY'13 Discover Kalispell Facebook achieved 14,436 likes, average organic reach of 2,282, averaged 41 shares.	Majority of adults use a social networking site to connect with others around a hobby or interest. The importance of consumer reviews continues to grow.	Increased number of followers, reach and shares and how the social media campaigns integrate with other marketing methods such as CTR from Facebook to website.		\$8,500.00	Yes	
Consumer	Online/Digital Advertising	Yes	Creative services for banner ads and video ads. Campaigns: online banner campaigns to, 1) promote winter travel and 2) promote warm season travel for spring and early fall which includes MTOT online co-ops. KCVB will use new technology to maximize our video library and our ability to target placement and frequency.	During FY'13 the KCVB achieved an average CTR of .49% for online banner ads. Serving up ads through Retargeting engages people who have already visited our website and know who we are.	It is an economical way to reach large numbers of consumers interested in travel to a recreation destination and who have previously engaged with Montana. Internet marketing can easily connect viewers to your website and the results are trackable.	Number of impressions, clicks and click-through-rate		\$10,000.00	Yes	
Consumer	Print Advertising	Yes	KCVB will select publications that have proven record of reaching our target market. Examples include Go Ranger Glacier National Park	Print ads serve to solidify a brand identity and reach niche audiences that may be more difficult to reach online. Consumers are more engaged when reading printed material. Study shows consumers are more engaged reading	Lifestyle magazines that speak to a specific geographic or psychographic market are effective in	The method supports the overall brand awareness strategy to a target market.		\$5,000.00	No	

			Guide, Northwest Travel Magazine	printed material: view digital screen text 20-30% shorter than printed paper. (Forbes, June 2012)	building brand awareness.					
Consumer	Travel/Trade Shows	Yes	Kalispell will attend at least three consumer travel shows during FY'15: Calgary Women's Show and Calgary Outdoor & Adventure Show and a sports related show (location TBD).	Travel shows allow us to connect directly with an existing visitor base to achieve higher yields and grow off-peak visitations.	It is an economical way to connect directly with consumers interested in travel that fall within a target geographic and/or psychographic market. One-on-one conversations at the shows allow us to create a strong inspiration to connect with our destination and move into the orientation phase of trip planning.	Promote Kalispell at three consumer travel shows. Number of brochures distributed, opt-in subscribers collected.		\$1,500.00	Yes	
Events	Press Promotions/Media Outreach	Yes	Operation and promotion of Kalispell CVB signature events: Montana Dragon Boat Festival, Montana Spartan Race, Montana Pond Hockey Classic, and Montana High School Rodeo Finals. Funds are also directed at sporting tournaments such as Western B Basketball finals and sponsorships of two local events which are awarded through an RFP process. TBID funds are used for event operations, Bed Tax funds are used for promotion of signature events. Promotion includes event promotional collateral and PR.	2013 Dragon Boat Festival created \$207,148 of earned media. Pond Hockey event created \$144,025 of earned media. Media is engaged because of the uniqueness and newness of the events and is interested in running stories about their home town team traveling to Montana to participate in the event.	The signature events serve to generate visitations during the fall, winter and spring. The events enable the KCVB to reach a broad geographical and targeted psychographic audience that we could not afford to reach through typical consumer marketing.	Number of hotel rooms generated for the Kalispell hotels, the overall economic impact created, satisfaction surveys and producing the event within budget.		\$11,000.00	No	
			Operation and promotion of Kalispell CVB signature events: Montana Dragon Boat Festival, Montana Spartan Race, Montana Pond Hockey Classic, and	2013 Dragon Boat Festival created	The signature events serve to generate	The signature events serve to generate visitations during the				

Events	Printed Material	Yes	Montana High School Rodeo Finals. Funds are also directed at sporting tournaments such as Western B Basketball finals and sponsorships of two local events which are awarded through an RFP process. TBID funds are used for event operations, Bed Tax funds are used for promotion of signature events. Promotion includes event promotional collateral and PR.	\$207,148 of earned media. Pond Hockey event created \$144,025 of earned media. Media is engaged because of the uniqueness and newness of the events and is interested in running stories about their home town team traveling to Montana to participate in the event.	visitations during the fall, winter and spring. The events enable the KCVB to reach a broad geographical and targeted psychographic audience that we could not afford to reach through typical consumer marketing.	fall, winter and spring. The events enable the KCVB to reach a broad geographical and targeted psychographic audience that we could not afford to reach through typical consumer marketing.		\$4,000.00	No	
Group Marketing	Online/Digital Advertising	Yes	CVent is a meeting planner supplier network used by leading planners across the U.S. Destination profile on the widely used supplier network, direct quote (RFP) button and banner ads. This promotion works in conjunction with the other methods in our group marketing segment to position Kalispell in the meeting planner network.	CVent provides an instant database of over 140,000 planners that we farm and qualify for our destination and future solicitation possibilities. The value of this subscription comes through the meeting planner database and our ability to interact and invite planners to functions and destination FAM tours.	<i>Provide a brief rationale:</i> To attract groups and conferences that match our capacity we need to educate the planners on our meeting resources and outstanding unique venues and destination. Meeting planners typically don't consider a destination such as ours for meetings or conventions. Promotion on a national meeting planner platform like CVent exposes Kalispell to planners looking for a resort/recreation destination.	Number of inquiries and RFP's received through CVent.		\$5,000.00	No	
Marketing Support	Fulfillment/Telemarketing	Yes	Phone, postage and supplies to fulfill visitor information requests through the Kalispell VIC. Fulfillment piece is the Kalispell Visitor and Community Guide and other niche brochures as	In 2013 1,617 visitor packets were requested, a 6% increase over 2012. ITRR Quarterly Non-Resident survey for Flathead County shows that 11% surveyed use a guide book for trip planning and 42% use VIC	A visitor information center is the first point of contact for many consumers. It is important to have the process and staffing in place to answer questions and send the proper information to	Increased number of inquiries and visitor information packets sent. Expand VIC hours between June 1 and September 1 to 7 days a week. Improved methods to capture		\$3,500.00	No	

			requested	staff during a trip.	keep the potential traveler engaged with our destination.	database of VIC inquiries and create follow-up program.				
Marketing Support	Administration	No	Admin funds include required expenses for operation of the KCVB such as rent, supplies, postage, bookkeeping, equipment, tech support, janitorial and miscellaneous.		Operational and staffing costs are essential to operate a business.	Maintain operational costs within established budget.		\$20,121.00	No	
Marketing Support	TAC/Governor's Conference meetings	Yes	The KCVB Director will attend TAC meetings and the annual Governor's Conference.	Funding and marketing plan are approved by TAC, attendance at TAC meetings is required.	Attendance at TAC meetings is a requirement as part of the use of the bed tax funds. Governor's Conference provides insights and education for destination marketers.	Completion of travel within budget.		\$1,482.00	No	
Marketing Support	Opportunity Marketing	Yes	KCVB plans to coop with Glacier Country to produce media events in target markets.	Previous fiscal years have shown that there are opportunities that come available during the year.	Opportunity funds are in place to allow the KCVB to participate in co-op or other marketing and/or publicity opportunities that become available during the year.	That will be determined based on the individual projects.		\$5,000.00	No	
Marketing Support	Marketing/Publicity Personnel	Yes	KCVB utilizes part-time services of the KCVB sales manager to administer bed tax funded group marketing projects which include but not limited to: development and maintenance of CVent subscription, responding and managing group and event RFP's and facilitating event press promotions and media outreach and printed material.	Events and group marketing serve to create significant visitations during targeted months. Connecting with the target audience requires dedicated personnel to effectively communicate and create innovative solutions.	Events and group marketing are key strategies for the KCVB producing measurable results in visitations and economic impact to our community.	Growth in the database of active meeting planners in drive market. Growth in registrations from out of market participants at our signature events.		\$10,000.00		
			KCVB supports a full time year-round							

Marketing Support	VIC Funding/Staffing/Signage	Yes	travel counselor and additional seasonal coverage at the VIC. VIC staff maintains superior information resources, responds to inquiries submitted by phone, email, and walk-ins, compiles and inputs VIC data, completes fulfillment requests, solicits and trains volunteers and analyzes visitor satisfaction levels.	In 2013 1,617 visitor packets were requested, a 6% increase over 2012. ITRR Quarterly Non-Resident survey for Flathead County shows that 11% surveyed use a guide book for trip planning and 42% use VIC staff during a trip.	The VIC staff is often the face of Kalispell and the Kalispell Chamber/CVB to a first time visitor. It is imperative that adequate staffing be maintained to provide superior services and keep visitors engaged with our destination.	Improved methods to capture demographic information of visitors to the VIC and creation of efficient follow up program.	\$25,500.00	No
							\$110,603.00	

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Social Media	\$8,500.00	\$11,500.00
Consumer	Online/Digital Advertising	\$10,000.00	\$46,000.00
Consumer	Print Advertising	\$5,000.00	\$0.00
Consumer	Travel/Trade Shows	\$1,500.00	\$5,000.00
		\$25,000.00	\$62,500.00
Events	Press Promotions/Media Outreach	\$11,000.00	\$0.00
Events	Printed Material	\$4,000.00	\$0.00
		\$15,000.00	\$0.00
Group Marketing	Online/Digital Advertising	\$5,000.00	\$0.00
		\$5,000.00	\$0.00
Marketing Support	Administration	\$20,121.00	\$0.00
Marketing Support	Fulfillment/Telemarketing	\$3,500.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$1,482.00	\$0.00
Marketing Support	VIC Funding/Staffing/Signage	\$25,500.00	\$0.00
Marketing Support	Marketing/Publicity Personnel	\$10,000.00	\$0.00
Marketing Support	Opportunity Marketing	\$5,000.00	\$0.00
		\$65,603.00	\$0.00
		\$110,603.00	\$62,500.00

Miscellaneous Attachments

File Name	Description	File Size
FY*15 KCVB Marketing Plan TBID and Bed Tax.pdf (1.3 MB)	FY15 KCVB Marketing Plan - TBID and Bed Tax Funds	1.3 MB
FY15 Bed Tax Budget FINAL.pdf (195 KB)	Bed Tax Budget	195 KB

Region/CVB Required Documents

File Name	Description	File Size
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Applicant's Certificate of Compliance FY15.pdf (31 KB)	Applicant's Certificate of Compliance	31 KB
Application for Lodging Tax Revenue.pdf (22 KB)	Application for Lodging Tax Revenue	22 KB
Pledge of Understanding and Compliance.pdf (22 KB)	Pledge of Understanding and Compliance	22 KB

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