



## Twentynine Palms Tourism Business Improvement District 2020-2021 Tourism Marketing Plan

Presented by the Tourism Business Improvement District Advisory Board:

Chair, Rakesh Mehta

Vice Chair, Nalini "Ash" Maharaj

Board member, Heidi Grunt

Board member, Patricia Knight

Tourism Business Improvement District Director of Marketing:

Breanne Dusastre

# TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	3
Tourism Business Improvement District Objective & Goals	
Destination Market Analysis	
Current Market Situation	
COVID-19 Impact to Travel and Tourism	
SWOT Analysis	
MARKETING STRATEGY.....	10
Marketing Objectives and Goals	
Target Marketing	
Branding and Positioning	
Partnerships	
Sustainability	
MARKETING PROGRAMS.....	15
Digital Marketing, Website	
Social Media Marketing	
Email Marketing	
Bloggers/Influencers	
Broadcast Media	
Billboards	
FAM Tours	
BUSINESS DEVELOPMENT.....	20
VISITOR CENTER.....	21
ADMINISTRATION.....	22
BUDGET AND FINANCE.....	23

# Executive Summary

## Tourism Business Improvement District Objectives and Goals

Established in October 2017 under the Parking and Business Improvement Area Law of 1989, the Twentynine Palms Tourism Business Improvement District was formed through a public-private partnership between the City of Twentynine Palms and lodging businesses, and is funded entirely through a self-assessed 1.5% tourism tax collected at all lodging facilities within the City limits. Under the 1989 law, the Twentynine Palms Tourism Business Improvement District renews annually, and overseen by a 5-member TBID Advisory Board that is made up of owners and representatives from hotels, motels, and short-term vacation rentals. The TBID Advisory board provides oversee the development and implementation of an annual tourism marketing plan and budget and provides strategic guidance and direction to the TBID staff.

Branded as Visit 29 Palms, the objective of the Twentynine Palms TBID is to promote the destination as a whole, creating interest and awareness for the City's tourist assets in order to drive overnight room demand across all types of lodging facilities within the City and District's boundary.

## Destination Market Analysis

**Twentynine Palms** is small, rural, and incorporated city in the County of San Bernardino, located in the southeastern region of the Mojave Desert, California. Surrounded by incredible national parks, preserves, and monuments, Twentynine Palms is the proud home of Joshua Tree National Park Headquarters, historic Oasis of Mara Visitor Center, and north park entrance, and is recognized as the official gateway community to newly designated Mojave Trails National Monument. The City of Twentynine Palms is also the proud home of the Twentynine Palms Marine Corps Air Ground Combat Center, which was established in 1952.

Traditionally considered a fall and spring tourist destination, the City of Twentynine Palms tourism industry has benefited tremendously by the increased year-round visitation to Joshua Tree National Park which now welcomes nearly 3 million visitors a year. The City offers travelers a uniquely rural desert experience, offering incredible opportunities to discover the vast and beautiful Mojave Desert wilderness with world-class hiking trails and rock climbing routes, an incredible star-studded dark night sky, and a rich arts and culture community which attracts and inspires artists, musicians, and creatives from around the world.

## Twentynine Palms Marine Corps Air Ground Combat Center

At over 1,102 square-miles, the Twentynine Palms Marine Corps Air Ground Combat Center is the premier service-level, live-fire and maneuver training based in the Marine Corps, and trains more than 50,000 active-duty and Reserve Marines and Sailors, and other U.S. and allied forces throughout the year.

The Combat Center is a major economic catalyst for the Morongo Basin, generating an estimated \$1.1 billion in total economic benefit to the regional economy, both directly and indirectly. Visits by family members and friends of military personnel and civilian workers

employed at the Combat Center, and visits by business travelers and government officials introduce additional money into the local economy. In 2018, the Combat Center issued nearly 24,000 visitor passes, and visitors to the Combat Center are estimated to have spent approximately \$15 million in the local communities.

In July 2020, a new 76-room the Inns of the Corps Mountain View lodging facility was opened, offering 18 two-bedroom suites for \$120/night, and 58 standard rooms offered at \$105/night. which sell for \$120/night. This new lodging facility will cater to active-duty military members and their families, retirees, and government employees on official travel orders, and may include base contractors, dependent upon their individual contacts. As of October 1, 2020, the base will begin divesting between 100 – 160 of the current 324 temporary lodging rooms, therefore increasing the need for military travelers to seek lodging in the City of Twentynine Palms.

[Research and statistics from Community Impact Report 2019, MAGTFTC, MCAGCC, Twentynine Palms]  
[www.29palms.marines.mil/Portals/56/Docs/GEA/Publications/Community\\_Impact\\_Report\\_2019.pdf](http://www.29palms.marines.mil/Portals/56/Docs/GEA/Publications/Community_Impact_Report_2019.pdf)

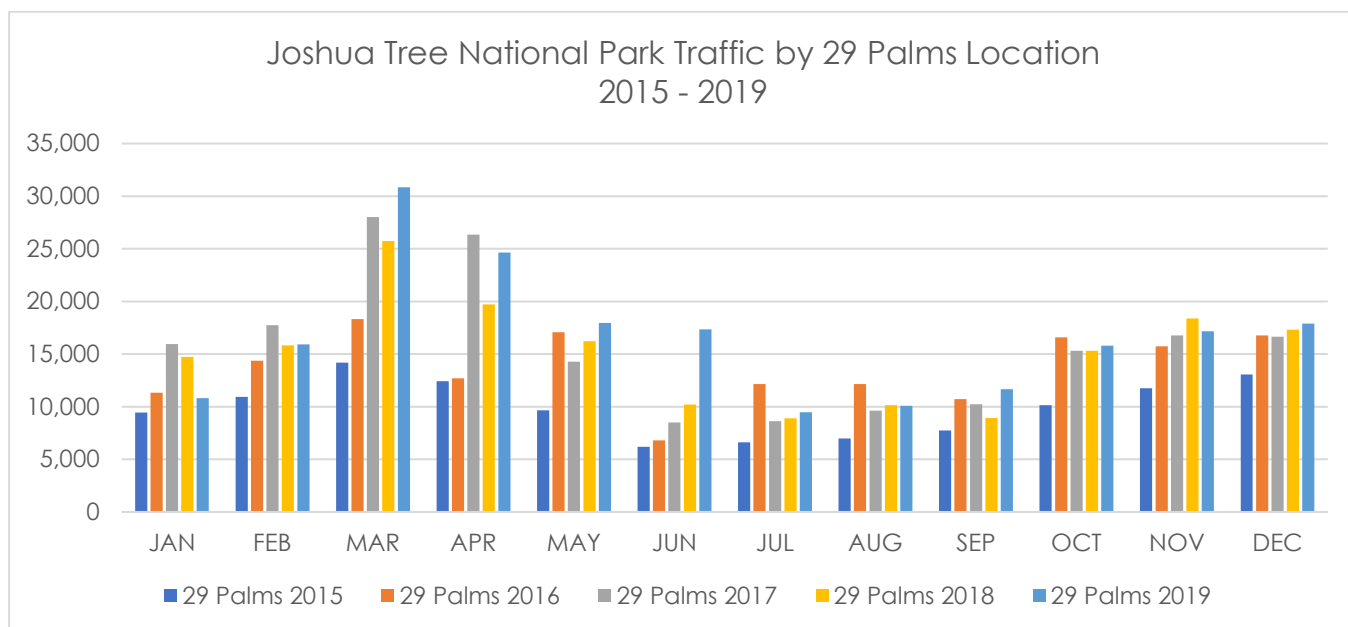
### Joshua Tree National Park

Twentynine Palms is the proud home to the Joshua Tree National Park Headquarters at the historic Oasis of Mara and Oasis Visitor Center and is home to the parks north entrance gate on Utah Trail. Based on traffic count reports provided by the National Park Service, approximately 31% of visitors coming to Joshua Tree National access the park through the Twentynine Palms north gate and Indian Cove area.

Joshua Tree National Park Traffic by Location: 2019															
Source: <a href="https://irma.nps.gov/Stats/55RSReports/Park%20Specific%20Reports/Traffic%20Counts">https://irma.nps.gov/Stats/55RSReports/Park%20Specific%20Reports/Traffic%20Counts</a>															
2019 Traffic by Location	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	% TRAFFIC	YOY CHANGE
Joshua Tree	39,000	36,265	58,397	49,364	36,264	22,500	18,867	19,685	22,817	33,925	41,371	39,340	417,795	49%	11%
29 Palms	10,800	15,914	<b>30,859</b>	<b>24,656</b>	17,964	17,357	9,483	10,096	11,678	15,791	17,165	17,897	199,660	23%	10%
Cottonwood	8,300	10,946	17,627	12,579	8,662	6,735	6,223	6,421	6,784	8,600	10,200	13,157	116,234	14%	6%
Indian Cove	9,500	5,669	9,169	9,788	6,094	1,986	1,661	325	1,980	6,045	5,730	6,975	64,922	8%	13%
Black Rock	6,000	5,831	8,010	8,346	5,338	1,808	1,814	1,242	2,406	4,955	4,855	5,218	55,823	7%	7%
Covington	960	610	599	656	460	217	155	267	468	516	568	467	5943	1%	-3%
<b>Total Traffic by Month</b>	<b>74,560</b>	<b>75,235</b>	<b>124,661</b>	<b>105,389</b>	<b>74,782</b>	<b>50,603</b>	<b>38,203</b>	<b>38,036</b>	<b>46,133</b>	<b>69,832</b>	<b>79,889</b>	<b>83,054</b>	<b>860,377</b>		
% Traffic 29 Palms	14%	21%	25%	23%	24%	34%	25%	26%	25%	23%	21%	22%	23%		
% Traffic Indian Cove	13%	8%	7%	9%	8%	4%	4%	1%	5%	8%	7%	8%	8%		
<b>% Total 29 Palms Traffic</b>	<b>27%</b>	<b>29%</b>	<b>32%</b>	<b>32%</b>	<b>32%</b>	<b>38%</b>	<b>29%</b>	<b>27%</b>	<b>30%</b>	<b>31%</b>	<b>28%</b>	<b>30%</b>	<b>31%</b>		

One of the continuing strategic goals of the Visit 29 Palms TBID is to build awareness and usage of the Twentynine Palms north park entrance, and to encourage visitors to stay, shop, and dine in Twentynine Palms while visiting the National Park. Monitoring monthly traffic counts across the parks six entrances will allow the Visit 29 Palms TBID to better understand usage trends of travelers and will allow the TBID to track and measure success of outreach and marketing campaigns.

As seen in the graph below, usage of the Twentynine Palms north park gate increased notable year-over-year in the months of June, March, and April.



Source: <https://irma.nps.gov/STATS/SSRSReports/Park%20Specific%20Reports/Traffic%20Counts?Park=JOIR>

In 2019, 2.9 million park visitors spent an estimated \$150 million in local gateway regions while visiting Joshua Tree National Park. These expenditures supported a total of 1,860 jobs, \$73.7 million in labor income, \$126 million in value added, and \$201 million in economic output in local gateway economies surrounding Joshua Tree National Park.

The \$150 million in visitor spending in 2019 is broken into eight expenditure categories:

- Hotels 56.1 million (37%)
- Restaurants \$28.1 million (18%)
- Gas \$21.5 million (14%)
- Transportation \$11.1 million (7%)
- Groceries \$10.9 million (7%)
- Recreation Industries \$10.3 million (6%)
- Retail \$9.9 million (6%)
- Camping \$2 million (1%)

[2019 NPS Visitor Spending Effects Report <https://www.nps.gov/subjects/socialscience/vse.htm>]

### Mojave National Preserve

In 2019, 841,517 preserve visitors spent an estimated \$50 million in local gateway regions while visiting Mojave National Preserve. These expenditures supported a total of 632 jobs, \$23.9 million in labor income, \$39.5 million in value added, and \$63.4 million in economic output in local gateway economies surrounding Mojave National Preserve.

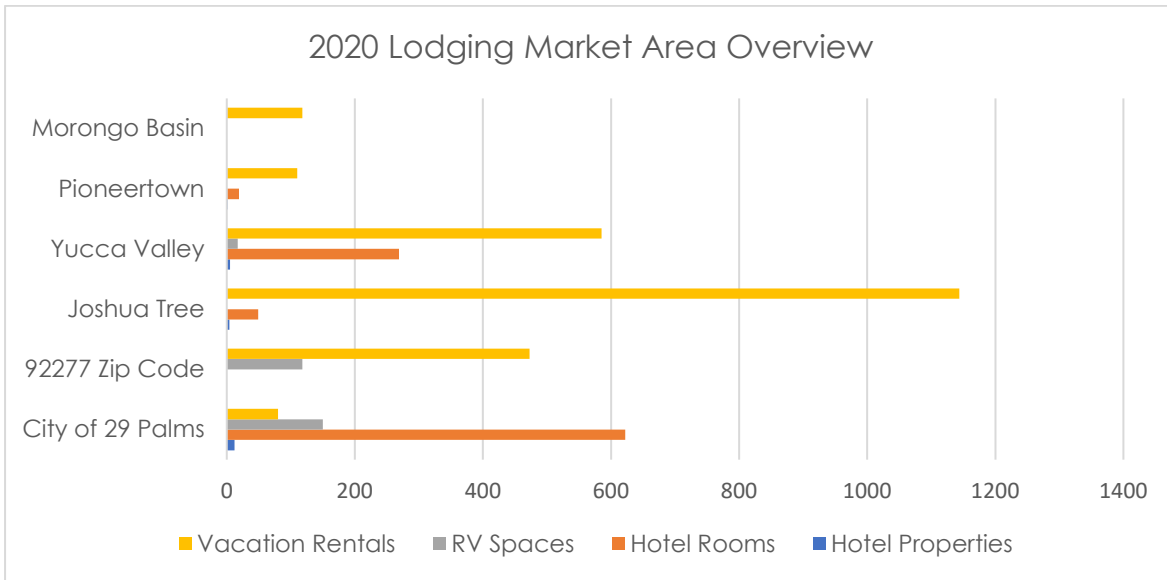
The \$50 million in visitor spending in 2019 is broken into eight expenditure categories:

- Hotels \$15.8 million (31%)
- Restaurants \$11.5 million (23%)
- Gas \$6.6 million (13%)
- Retail \$5.9 million (11%)
- Recreation Industries \$4.5million (8%)
- Groceries \$2.8 million (5%)

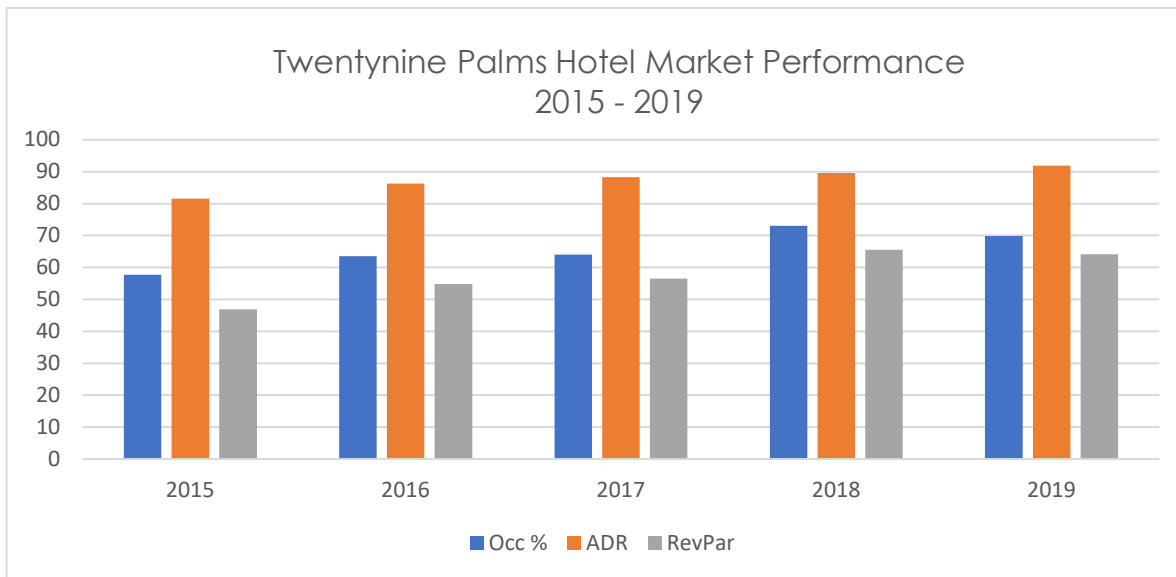
- Transportation \$1.5 million (3%)
- Camping \$1.5 million (3%)

[2019 NPS Visitor Spending Effects Report <https://www.nps.gov/subjects/socialscience/vse.htm>]

## Current Market Situation



As of June 2020. VHR Source: <https://www.airdna.co/>



As of August 2020, the City of Twentynine Palms has 12 hotels/motels, 1 RV Resort, and 80 active short-term vacation rentals, boasting the most diverse lodging market in the region. From nationally branded hotels to historic inns and motels, to recreation vehicle resorts and vacation home rentals, Twentynine Palms offerings lodging for all traveler types.

The City of Twentynine Palms continues as the market leader in traditional lodging inventory with **65%** of the market areas hotel rooms. With 150+ RV spots at its RV Resort, Twentynine Palms leads with **52%** of the areas RV spaces. With only **3%** of the areas short-term vacation

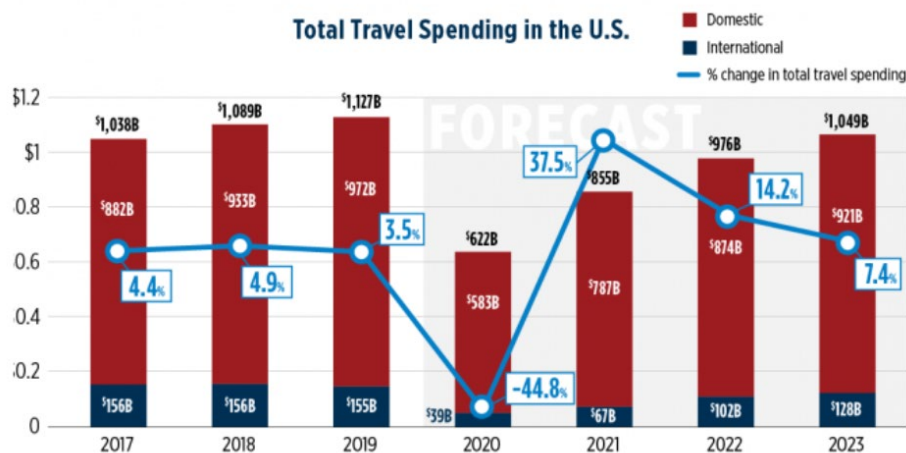
rental inventory, the City of Twentynine Palms continues to be outpaced by its surrounding communities, specifically in the surrounding unincorporated areas in the Morongo Basin which include Wonder Valley, Joshua Tree, Pioneertown, Landers, and Morongo Valley.

In 2018 the town of [Yucca Valley](#) developed and passed a short-term rental ordinance, and in the months following has seen significant growth in the market segment. In December 2019, [San Bernardino County](#) introduced a short-term rental ordinance for the desert region of the County.

For the City of Twentynine Palms to remain competitive with its neighboring cities, and for the destination to grow, it is imperative that the investments be made in destination development, ensuring that essential tourism amenities needs are met. The Tourism Business Improvement District has made significant improvements to branding and executed a wide variety of successful marketing programs in 2019, especially within digital marketing which is contributing to increased destination awareness and room demand.

### COVID-19 Impact to Travel and Tourism in Twentynine Palms

While COVID-19 cases continue to surge nationally and globally, ongoing travel advisories, restrictions, and border closures are expected to continue, the pandemic continues to impact the US travel economy, with a decline of 45% anticipated for the US travel industry in 2019. Gradually lessening declines are expected in the summer as travel restrictions are loosened, however losses will continue through the rest of the 2019 calendar year. With International visits to the US expected to decline by 54% this year, the Visit 29 Palms TBID must pivot to a domestic focus. Based on new forecasting by the US Travel Association, total travel spending in the U.S. is anticipated to rebound in 2020 by upwards of 37%, driven primarily by domestic travel.



Source: US Travel Association <https://www.ustravel.org/research/travel-forecasts>  
Forecast as of 8/13/2020

According to the latest research and forecasting by the US Travel Association, total travel spending in the U.S. by U.S. residents will begin to recover in 2020, with a forecasted 35% increase compared to 2019. U.S. domestic trips for leisure are forecasted to increase by 28% in 2019, with overnight trips anticipated to increase by 38%.

U.S. TRAVEL FORECAST (GROWTH)	TRAVEL FORECAST						
	2017	2018	2019	2020	2021	2022	2023
<b>Total Travel Spending in the U.S.</b>	<b>4.4%</b>	<b>4.9%</b>	<b>3.5%</b>	<b>-44.8%</b>	<b>37.5%</b>	<b>14.2%</b>	<b>7.4%</b>
U.S. Residents	5.2%	5.8%	4.2%	-40.0%	35.0%	11.0%	5.4%
Average Spending per Trip	3.6%	4.0%	2.3%	-14.7%	6.4%	2.0%	2.1%
International Visitors <sup>2</sup>	0.1%	0.3%	-1.1%	-75.1%	75.0%	52.0%	25.0%
Average Spending per Trip	-0.9%	-2.9%	-0.5%	-31.8%	7.1%	12.8%	7.9%
<b>Total International Visitors to the U.S.</b>	<b>1.0%</b>	<b>3.3%</b>	<b>-0.6%</b>	<b>-63.5%</b>	<b>63.4%</b>	<b>34.8%</b>	<b>15.8%</b>
Canada	6.3%	4.8%	-3.5%	-59.6%	65.2%	36.0%	15.4%
Mexico	-6.3%	3.4%	-1.3%	-55.1%	58.6%	29.9%	13.5%
Overseas	2.0%	2.5%	1.3%	-69.2%	65.3%	37.0%	17.4%
Global Long-Haul Travel	9.1%	7.1%	4.3%	-62.8%	69.1%	36.1%	14.8%
<b>Total U.S. Domestic Person-Trips<sup>4</sup></b>	<b>1.6%</b>	<b>1.7%</b>	<b>1.9%</b>	<b>-29.6%</b>	<b>26.9%</b>	<b>8.8%</b>	<b>3.2%</b>
Business	-0.1%	0.9%	0.9%	-35.1%	28.9%	8.6%	4.0%
Leisure	2.0%	1.9%	2.1%	-28.3%	26.5%	8.8%	3.0%
Auto	1.4%	1.4%	1.6%	-26.9%	25.8%	8.1%	2.3%
Air	3.0%	4.9%	4.3%	-57.0%	57.0%	24.7%	16.7%
Day Trips	1.6%	0.9%	1.8%	-21.4%	16.5%	6.4%	1.8%
Overnight Trips	1.5%	2.3%	1.9%	-37.1%	38.7%	11.1%	4.4%

Source: US Travel Association [www.ustravel.org/system/files/media\\_root/document/Research\\_Travel-Forecast\\_Summary-Table.pdf](http://www.ustravel.org/system/files/media_root/document/Research_Travel-Forecast_Summary-Table.pdf)

Looking more closely at the pandemic's impact on travel and tourism within the State of California, Oxford Economic forecasted traveler spending in 2019 to reach \$144.9 billion, and 75.4 billion in 2020 which represents a 52% decline. Based on forecasting by Tourism Economics, California will have a 5-year recovery period ahead and not see travel related economic activity to return to 2019 levels until 2024.

### 5-Year Economic Impact Forecast



Source: Tourism Economics

As a destination marketing organization, the Visit 29 Palms TBID must continue to prioritize the health and safety of California residents and visitors for many months to come. Through continued reinforcement of safe and responsible travel practices, the Visit 29 Palms TBID

can help to mitigate the increases of coronavirus cases in Twentynine Palms and its surrounding communities. The Visit 29 Palms TBID must also remain tuned in to travel consumer sentiment and willingness to travel and expect that when case numbers spike in the City, County, and State, travel consumer confidence will sharply decline.

While the COVID-19 pandemic will continue to impact travel and tourism in Twentynine Palms, the Visit 29 Palms TBID will also need to remain diligent in tracking quarterly TBID revenue and response quickly with adjustments to spending as needed.

## SWOT Analysis

### Strength

- Twentynine Palms is fortunate surrounded by incredible public lands that offer unparalleled outdoor recreation opportunities in the southern California region, thus is well positioned to meet the needs of travelers seeking safe outdoor spaces (Joshua Tree National Park, Mojave Trails National Monument, Mojave National Preserve)
- The Twentynine Palms Marine Corps Air Ground Combat Center serves as a major economic catalyst for the Morongo Basin and Twentynine Palms; visits by family members and friends of military personnel, civilian workers employed at the Combat Center, plus business travelers and government officials drive significant demand for room nights in the hotels in Twentynine Palms.
- Twentynine Palms offers the most diverse collection of lodging options in the Morongo Basin, thus is able to meet the varied needs of today's travelers
- With the Project Phoenix downtown revitalization project now underway and a new National Park Cultural Visitor Center as part of the project, the City anticipates an increase of future visitors and new business investments

### Weakness

- Currently the City does not have a suitable venue for large special events/festivals
- Direct public transportation to/from the Palm Springs and Ontario international airports remains limited
- Compared to its neighboring communities, Twentynine Palms lacks key tourist amenities such as retail, shopping, or live music venues, and does not currently have hiking or rock climbing guide services based out of the City

### Opportunities

- The City of Twentynine Palms has a rich and unique history, with a growing arts and culture community that can be strategically marketed to increase tourism
- Through the new Visit 29 Palms Partner Program, hospitality focused businesses in Twentynine Palms can gain increased exposure with travel consumers, thus providing visitors with more things to see and do, a reason to stay longer, and return sooner
- Expansion of Twentynine Palms Tourism Business Improvement District to the east would increase the district's short-term vacation rental inventory and TBID revenue, and expand our destinations offerings of unique lodging options

### Threats

- Spikes in COVID-19 cases in California and the County of San Bernardino have potential to bring back shelter-at-home orders and mandatory businesses closures

- Travel advisories, bans, and border closures are expected to remain ongoing for the duration of the COVID-19 pandemic which will continue to limit travel, domestically and internationally
- The Twentynine Palms tourism industry is vulnerable to Federal Government shutdowns which can impact activity at the Marine Corps Base and visitation to Joshua Tree National Park, two of the City's biggest tourism drivers
- With the opening of the new 76-room Inns of the Corps Mountain View lodging facility at the Marine Corps Air Ground Combat Center, hotels in the City may feel an impact, specifically during the busy PCS season

## MARKETING STRATEGY

### Marketing Objectives and Strategic Goals

Through creative and targeted destination marketing programs and initiatives, the objective of the Visit 29 Palms TBID is to increase awareness for the Twentynine Palms destination and generate increased demand for overnight stays.

#### Qualitative objectives include:

- Establish the destination's brand and market positioning, giving the destination a competitive edge and one that appeals to the targeted niche markets.
- Continue to build and refine the Visit29.org visual story, utilizing innovative digital technology to engage with a global audience. Increase social media marketing to engage with and grow our targeted niche markets.
- Inspiring travelers to view Twentynine Palms as *the* desert getaway destination for visiting Joshua Tree National Park, Mojave Trails National Monument, Route 66, and the Mojave National Preserve.
- Capitalizing on the city's proximity to, and relationship with, the Marine Corps Air Ground Combat Center to encourage service members and their families to utilize the tourism amenities in the City of Twentynine Palms, including lodging, restaurants, and attractions.
- Celebrating and promoting the city's outdoor murals, sculptures, and public art exhibitions to develop Twentynine Palms as a premier destination for arts and culture lovers.
- Celebrating and promoting the city's collection of restaurants, bars, and cafes which offer an exciting and diverse cuisines

### Strategic Marketing Goals:

1. **Promote safe and responsible travel** – A top priority will be to continue to reinforce safe and responsible behavior principles to help mitigate the threat of community spread of COVID-19.
2. **Focus on 5 key destination pillars:**
  - Outdoor Recreation
  - Arts, Culture, History
  - Health and Wellness

- Culinary (new)
- Astronomy (new)

3. **Strategic Partnerships** – Leverage all available partnership opportunities through regional/state tourism partners and launch new Visit 29 Palms Partner Program to offer local hospitality businesses increased exposure.

4. **Sustainability** – Establish Twentynine Palms as a destination that cares for, supports, and protects people and the planet. Visit 29 Palms will celebrate and promote hospitality industry initiatives for sustainable practices, from recycling and water conservation, to reduced single use plastics, and preservation of the dark night sky through responsible lighting. Visit 29 Palms will also work in partnership with the National Park Service, Park Association, Leave No Trace Center for Outdoor Ethics, and other conservation focused organizations.

The Visit 29 Palms TBID will also work to celebrate and promote sustainable practices within the hospitality community businesses and help to mitigate visitor impact during peak seasons through increased educational outreach. Work to better inform travelers on ways to visit our destination responsibly and help to preserve our destinations natural and cultural resources.

5. **Expansion of Tourism Business Improvement District** – Research and identify opportunities to expand district boundaries to both increase available revenue streams and to expand destination offerings.

## Targeted Marketing

While the ongoing COVID-19 pandemic continues, the Visit 29 Palms TBID marketing efforts will be streamlined to focus on strengthening, growing, and building year-round drive markets and short-haul domestic markets:

1. **Strengthen** in-state drive markets (LA, SD, ONT, SF)
2. **Grow** out-of-state drive markets (AZ, NV)
3. **Build** short-haul domestic markets (WA, OR, NM, UT, CO)

### Domestic Market Overview

On average, approximately 60% of visitors traveling to Twentynine Palms are from California, namely from the metropolis cities on Los Angeles, San Diego, San Francisco, and from within the San Bernardino and Orange counties. Other steady, year-round domestic markets are Washington, Oregon, Nevada, Arizona, Texas, Illinois, New York, Massachusetts.

### North American Market Overview

While the region sees spikes of Canadian travelers during the winter months, there is steady interest from the western provinces such as British Columbia and Alberta, as well as the eastern province of Ontario.

## International Market Overview

There is a growing international market for the summer months, between June and September. Key international markets include France, Germany, UK, Spain, Italy, Australia, Switzerland, Denmark, Sweden, China, Japan, and India.

### Accessibility by air travel:

1. Palm Spring International Airport (1 hour)
2. Ontario International Airport (2.5 hours)
3. John Wayne Airport Orange County (2.5 hours)
4. Los Angeles International Airport (3 hours)
5. San Diego International Airport (3.25 hours)

## Millennial Market

For marketing travel and tourism in Twentynine Palms, it is important to understand the needs of this growing market. Millennial travelers are looking for **unique and authentic experiences** and to immersing themselves in the destination so that they feel like more like a local than a tourist. Since the millennial generation does the majority of trip planning online, social media content plays an influential role in how millennials decide their travel plans which emphasizes the importance for Visit 29 Palms to develop and execute effective social media campaigns.

## Branding and Positioning

A key strategy is branding, with the City of Twentynine Palms using several authentic themes that relate to this destination, such as a desert oasis, a weekend getaway, a desert wilderness experience, a health and fitness space, a place to unwind and relax, a city that cares about its people and planet. Diverse marketing programs need to be employed using several themes to promote the city.

The Visit 29 Palms brand should create a broad theme, that Visit 29 Palms is a rural outdoor desert adventure, in a Joshua Tree National Park gateway community, a unique desert outpost, for a great wilderness experience in the Mojave Desert. It offers wide-open spaces, dark night skies, unique lodging and accommodations, for activities such as bird watching, biking, rock climbing, hiking, photography, stargazing, and relaxation in harmony with the Mojave Desert.

The city as a brand also has unique history; it supports and embraces the home of the largest Marine Corps training base in the world and honors the military families that were pioneers of Twentynine Palms. The cultural history embraces the Indian tribes that were the first inhabitants of the city and many pioneering families that homesteaded the area.

## Partnerships

**City of Twentynine Palms:** A key partnership for ensuring the success of the TBID is the primary relationship between the City of Twentynine Palms, its council members and administrative staff, and the TBID members, TBID Advisory Board and staff. Destination marketing efforts should be aligned with and supportive of the goals and objectives of the

city, and both entities should collaborate to create a strong visitor-friendly experience in the destination.

**Twentynine Palms Marine Base:** Working together with MCCS and the Marine Corps base to assist Marines relocating to Twentynine Palms, especially during their season in June-August. The military has active Welcome Aboard and relocation programs, and city and TBID marketing should utilize digital and print media to advertise events, attractions, lodging, and restaurants to bring them into the city.

**Hospitality Businesses:** The mission of this TBID tourism organization is to support and sustain the health of the city's tourism industry, and therefore it needs to be inclusive and accessible to all businesses within the city limits. Marketing efforts throughout the year need to be fairly distributed to support all products and services, and marketing campaigns need to have an inclusive element. A key strategic goal for the TBID this year will be to develop a partnership program that will allow local businesses, restaurants, shops, and attractions to gain more exposure through the Visit 29 Palms marketing campaigns throughout the year. This is a key step in destination development and provide the TBID with an additional income stream throughout the year to support the tourism marketing efforts.

**Travel and Tourism Industry Partners:** With budget limitations for marketing programs in the 2020-21 fiscal year, it will be more important than ever to leverage all available partnership opportunities through regional and state tourism partners.

## Sustainability

**Increase consumer awareness** of environmentally friendly businesses in the City of Twentynine Palms. "The Natural Marketing Institute discovered that 58 percent of consumers consider a company's impact on the environment in considering where to purchase goods and services, and are more likely to purchase from companies that practice sustainable habits. That translates into a client base of 68 million Americans who are favorably predisposed to companies showing positive track records in personal, social, and environmental values. The Cause Marketing Forum reports that consumers also favor companies that actively support their communities: businesses do well by doing good."

*[News and Best Practices for Commercial & Industrial Environmental Professionals,*

<https://www.environmentalleader.com/2016/03/6-benefits-of-becoming-a-sustainable-business/>

A destination that is renowned for sustainability has a competitive advantage, for example: "The City of Twentynine Palms supports and protects its people and planet and profits." For example: "**Our National Park** (Joshua Tree National Park) protects fauna, flora, land development, endangered species, and dark night skies." "**Our Hospitality Industry** together with the city promotes recycling, water conservation, helping the local community by providing jobs for local residents and supporting organizations, such as the local artists of the region and the military troops that serve the U.S., and preserving the dark night sky by fostering good lighting practices."

During the 2018/2019 partial government shutdown the Twentynine Palms Tourism Business Improvement District spearheaded community volunteer efforts for Joshua Tree National

Park in Twentynine Palms, kicking off the efforts with a \$200 donation for cleaning supplies. The 29 Palms Visitor Center was a designated donation off location and coordinated more than 250 hours of volunteer support during the 35-day shutdown. Efforts were made to maintain the cleanliness of bathrooms and trailheads, and volunteers also assisted visitors in the park, sharing maps and park guides, and general information.

**Goals:** Increase recognition of leading environmentally friendly tourism businesses that support and encourage “green business in hospitality.” Encourage initiatives to reduce water consumption, especially by lodging and restaurants. Promote recycling and reduction in the use of plastic straws and single use plastics. Promote sustainable business travel products and be a responsible host; this promotes voluntary integration of environmental and social good practices in the hospitality business operations. Help educate and encourage local businesses to practice responsible lighting practices to reduce light pollution and help protect the dark desert sky.

#### **Reduce the tourism industry’s carbon footprint.**

- Encourage more bicycle lanes within the city. Shift towards the use of more environmentally friendly forms of transportation for tourism (buses, bicycles, foot and Ubers) both to and within tourist destinations.
- Work with relevant tourism agencies to identify ways to improve sustainable practices in tourism locations and visitor venues.
- Develop partnerships such as Mojave Desert Land Trust and Joshua Tree National Park Association.
- Minimize the production of waste, reduce the use of plastic, promote recycling, and assist the tourism industry to adapt to climate change.

#### **Joshua Tree National Park sustainability opportunities:**

- **Explore Responsibly** ([www.nps.gov/jotr/planyourvisit/explorerresponsibly.htm](http://www.nps.gov/jotr/planyourvisit/explorerresponsibly.htm)) This is an important campaign for Visit 29 Palms to support. As the number of people traveling through the national park continues to grow, so do the potential risks, dangers, and damage to the natural resources in the park.
- **Ranger Programs** ([www.nps.gov/jotr/planyourvisit/programs.htm](http://www.nps.gov/jotr/planyourvisit/programs.htm)) These educational programs offer a great opportunity for visitors to learn more about how humans, wildlife, and vegetation have adapted to survive in the desert, and geologic forces have shaped this arid land.
- **Every Kid in a Park** ([www.everykidinapark.gov](http://www.everykidinapark.gov)) The National Park Service offers every 4<sup>th</sup> grader a free annual park pass, and the city should help promote this opportunity and encourage visiting families to experience the magic that is Joshua Tree National Park. This program runs annually and is available to all children across the country.

**Leave No Trace Center for Outdoor Ethics (LNT)** ([www.lnt.org](http://www.lnt.org)) Visit 29 Palms became a Leave No Trace Community Partner in April 2019, with a commitment to help educate visitors on Leave No Trace skills and ethics. The Leave No Trace Center for Outdoor Ethics protects the outdoors by teaching and inspiring people to enjoy it responsibly. The Center accomplishes this mission by delivering cutting-edge education and research to millions of people every year.

### **Leave No Trace Seven Principles:**

1. Plan Ahead and Prepare
2. Travel and Camp on Durable Surfaces
3. Dispose of Waste Properly
4. Leave What You Find
5. Minimize Campfire Impacts
6. Respect Wildlife
7. Be Considerate of Other Visitors

© 1999 by the Leave No Trace Center for Outdoor Ethics: [www.LNT.org](http://www.LNT.org)

### **International Dark Sky Association (IDA) [www.darksky.org](http://www.darksky.org)**

- Support the goals of the International Dark-Sky Association (IDA), a 501(c)(3) organization founded in 1988, dedicated to help stop light pollution and protect the night skies for present and future generations. Joshua Tree National Park received International Dark Sky Park silver designation in August 2017, and the city and Visit 29 Palms tourism organization should take every effort possible to help protect this designation.

### **Mojave Desert Land Trust (MDLT) [www.mdlt.org](http://www.mdlt.org)**

- Support the Mojave Desert Land Trust, a non-profit organization founded in 2006 in Joshua Tree, which has been recognized for its responsible governing and outstanding achievements in land preservation. Visit 29 Palms should support their efforts to preserve and add local scenic Joshua tree forests and lands to Joshua Tree National Park.

## Marketing Programs

### Digital Media Marketing – Website

Following the launch of the newly designed Visit29.org website, the Visit 29 Palms TBID invested in digital marketing contract services with JNS Next between January 2019 and March 2020 which resulted in a tremendous increase in overall website traffic and engagement. Between October 1 to July 31, the Visit29.org website delivered over 10,000 link clicks to the direct booking sites for the hotels, motels, and short-term vacation rentals within the district, and also generated direct leads from travel consumers who subscribed to the Visit 29 Palms e-newsletters and sent direct inquires through the Contact Us form.

The Visit 29 Palms TBID will resume paid search engine marketing campaigns in the 2020-2021 year, and will work strategically to **increase overall website performance and engagement, with the goal of increasing site users, pageviews and pages/session by 10%, and increase Visit29.org outbound link clicks over the course of the year by 10%.**

### **Ongoing Strategies:**

- Establish and track key performance indicators and benchmarks for website performance for Visit29.org, with a quarterly reporting schedule
- Study demographic reports to understand where users are coming from and what they are most interested in
- Update and refresh website content on a seasonal basis

- Develop a clear call to action for the site header
- Develop creative social media campaigns to help drive traffic to Visit29.org
- Monitor the search feature on the website to better understand what type of content and information users are looking for
- Monitor page reports in Google Analytics to measure, track, and understand what type of content and information on the website is most/least engaging
- Maintain an active blog where relevant and seasonal content is published monthly to help drive traffic, improve SEO, and build community and visitor engagement.

### **Expanded content to support MCAGCC**

- Highlight military special events and special offers on attractions/events
- Highlight pier diem hotels in Twentynine Palms
- Provide information on gate access/visitor center
- Fun facts and trivia about the base
- Links to official MCAGCC resources and community groups/resources

### **Partner Portal**

- TBID meeting agenda and quarterly/annual reports and presentations
- Partnership program benefits and opportunities
- Self-service access to event calendars
- Access to media kits and marketing collateral

### **Content development:**

#### **Plan Your Trip / Trip Planner – [www.visit29.org/trip-planner/](http://www.visit29.org/trip-planner/)**

- Develop seasonal and themed travel itineraries, expand maps, directions, and information on transportation and regional airports.

#### **Explore – [www.visit29.org/explore/](http://www.visit29.org/explore/)**

- Expand information and resources for planning visits to the national parks, monuments, and preserves in the Mojave Desert, with increased focus on responsible recreation.

#### **Lodging - [www.visit29.org/lodging/](http://www.visit29.org/lodging/)**

- Continue to improve overall design and layout of lodging landing page; update images and calls to action on a seasonal rotation

#### **Restaurants & Attractions - [www.visit29.org/restaurants/](http://www.visit29.org/restaurants/) <https://www.visit29.org/attractions/>**

- Build out partnership program opportunities

## **Social Media Marketing**

Travelers want to visualize potential new experiences. How will it make them feel? What photos will they have to share with friends and family afterwards? To stand out in the tourism industry and inspire travelers to book over competitors, social media will be a key strategic marketing tool for experiential storytelling and promotion for the Visit 29 Palms TBID.

The Visit 29 Palms TBID will continue to utilize Facebook, Instagram, Twitter, and YouTube to share creative and engaging content, with a **strategic goal of increasing the total number of social media impressions by 10% in 2020-2021.**

## **FACEBOOK**

As the top social media platform with a wide demographic reach, a diverse global audience, and a promotional avenue for small businesses, Facebook connects and promotes users/businesses on multiple levels—it is an all-encompassing, globally used, proven and trusted media outlet. Out of the 2.8 billion people total on social media in 2017, Facebook is the top social media platform, with 1.9 billion unique monthly users. It is considered the best place to reach Millennials and GenX, and female users slightly outweigh men. [Source: <https://www.tracx.com/resources/blog/social-mediademographics-2017-marketers>]

Early 2018 social analytics reflect a well-rounded demographic reach:

- 53% female and 47% male; 74% of college graduates and 72% of online users with income \$75K+ are on Facebook.
- U.S. users: 82% of 18 to 29-year-olds; 79% of 30 to 49-year-olds; 56% of seniors aged 65+, 63% between ages 50-64.
- 40 million+ small businesses have active pages; Facebook is available in 101 languages. [Source: <https://www.omnicoreagency.com/facebook-statistics/>]

### **Facebook Opportunities**

1. More video, and live video. Further outreach to the military community. More storytelling, more appeal.
2. Further incorporate updated website; paid post boosting, Facebook ads/API ad creation and management.
3. Contest rewards, like local hotel and merchant coupons/gift certificates for trivia winners, 1,000th subscriber, etc.

### **Best Practices for Facebook Campaigns:**

1. Free and paid Facebook advertisements should bring an awareness of who the City of Twentynine Palms is and where it is. Profiles should be visually creative to support the brand of Visit 29!
2. Paid ads should target demographics based on age, interest, locations, products and services, niche groups.
3. Posts with images drive 2.3 times more engagement; use beautiful imagery to highlight the brand. Inspire users with virtual reality features or 360-degree content. Video is in high demand and 43% of users would like to see even more. Links are perfect for sharing industry news and blog content. Find your most engaged content and continue to share it on Facebook. ... Live content drives three times more engagement on Facebook. Planning content means you put more effort into the quality of a post. [Elise Moreau, The Top Social Networking Sites People Are Using, August 2017, <https://www.lifewire.com/top-social-networking-sites-people-are-using-3486554>]
4. Aim for Higher Brand Awareness: Facebook ad campaigns should always be focused on three things: (1) Cost Effectiveness (2) Relevance (3) Engagement. Paid ads should be used for signature events that the city is advertising, to brand the city and to capture

the traveler attention with meaningful content and promote the city's natural assets, such as Joshua Tree National Park and Mojave Trails National Monument.

## **INSTAGRAM**

Acquired by Mark Zuckerberg/Facebook in 2012, Instagram is ranked as the "fastest growing platform" in 2017, with 90% of users under 35 years old, female users outweighing males 38% to 26%, and 70.7% of U.S. businesses on Instagram.

[Source: <https://sproutsocial.com/insights/instagram-stats>]

Users are brand-oriented, with hashtags offering post exposure and connection to relevant and favorite businesses and brands (7 out of 10 Instagram hashtags are branded). Doubling its user base in two years to 800 million overall, Instagram is continually adding features, including recent

"stories, shoppable photos, explore pages." [Source: <https://www.smartinsights.com/social-marketing/instagram-marketing/instagram-statistics>]

Posts with at least one hashtag average 12.6% more engagement. When Instagram introduced videos, 5 million were uploaded in the first 24 hours. Instagram videos get two times the engagement of photos over any other social media platform.

[Source: <https://www.omnicoreagency.com/instagram-statistics>]

As the fastest growing platform with enormous Millennial and GenX appeal, customizable advertising options, quick means of branding and co-promotion, brevity and portfolio-like visual appeal, Instagram seems to be the current "it" platform, with ample promotional opportunities.

### ***Instagram Opportunities***

1. Utilize Instagram ads and live video and continue to use Instagram stories.
2. Continue to grow community and circles through strategic hashtags and partnerships.
3. Explore in-app/API advertising options, sell Visit 29! merchandise (when applicable) with "Shoppable" posts.

### ***Best Practices for Instagram Campaigns:***

1. Best Practices for Facebook (see above) also apply to Instagram.
2. Best Practices 2018 by AEA Design: <http://aeadesign.com/blog/marketing/instagram-bestpractices-2018>
3. Instagram "Stories" can be a great tool to promote the website, especially as it hits the follower quota to incorporate hyperlinks into stories.
4. Utilize hashtag shout-outs, tags, to grow community and create/bolster partnerships.

## **TWITTER**

Twitter is known as the real-time, public microblogging network where news breaks first, and it is popular for its brevity in characteristic 140-character limit and unfiltered feed. As of January 2018, there are 330 million monthly active users, with 79% of Twitter accounts based outside the U.S.:

- 24% of all internet male and 21% of internet female users use Twitter.
- 37% of Twitter users are between ages of 18 and 29; 25% are 30-49 years old.
- The top three countries by user count outside the U.S.: Brazil (27.7 million users), Japan (25.9 million), and Mexico (23.5 million).
- There are 67 million+ Twitter users in U.S. (21 percent of American adults).

- 28% of Americans who use Twitter are college educated; 30% earn \$75,000+, 74% use Twitter as a news source.

[Sources: <https://www.omnicoreagency.com/twitter-statistics>; <https://blog.hootsuite.com/twitter-statistics>]

The platform is integrated with other social media, and as a hallmark has connected individuals with celebrities, businesses, and other resources that may have been previously unreachable.

### **Twitter Opportunities**

1. Continued opportunity to appeal to politics/current events-leaning audience with tailored posts regarding 29! and surrounding area news and events; community shares, live-tweeted events and bolstered partnerships.
2. Utilize more video and experiment with "Twitter Moments" to spruce up static tweets into a more visual-friendly slideshow.
3. Utilize Twitter advanced search or tools like Hootsuite or Sprout Social to track brand mentions
4. [Source: <https://blog.hootsuite.com/influencer-marketing/#strategy>].
5. Incorporate Twitter ads and Twitter Cards: Twitter Cards enable you to attach rich photos, videos, and media experience to tweets that drive traffic to your website. By adding a few lines of HTML code to your web page, users who tweet links to your content will have a "Card" added to it that is visible to their followers.
6. Host Twitter Chats: Twitter chats are scheduled hashtag discussions that focus on specific topics. Host a chat where people can ask questions about your products or services or discuss a topic of interest to them. Use tools like Tweet Chat or Tubs, to make chats easier to manage.

### **Twitter Best Practices**

1. Best Practices for Facebook (see above) also apply to Twitter.
2. Share Media Mentions: Share links anytime the destination gets mentioned in the media, a habit that could lead to more attention from journalists and reporters.
3. Use Hashtags to organize tweets around a specific keyword or topic. It is native to Twitter, so use hashtags often. Don't use more than two or three per tweet.
4. Find Influencers and use influence measurement tools such as Klout, Twellow, or Commun.it to qualify the influence of your followers and others, and then engage with those who have a greater degree of authority. [Paul Chaney, 2016, 25 Ways to Use Twitter for Marketing <http://www.practicalecommerce.com/25-ways-to-use-twitter-for-marketing>]
5. Utilize video: "Tweets with videos are six times more likely to be retweeted than tweets with photos, and three times more likely to be retweeted than tweets with GIFs," and a recent Twitter partnership survey revealed that users don't see video ads as intrusive but informative. [Source: <https://blog.hootsuite.com/twitter-statistics>]

### **YouTube**

YouTube is the second largest search engine. YouTube by many is seen as a separate social network, all on its own, as the premier place online to go to watch an endless variety of videos and upload your own as well. There is ample opportunity to create signature Visit 29 Palms branded videos, promoting area art, culture, and attractions including Joshua Tree

National Park, Marine base, Mojave Trails National Monument, campgrounds, historical sites, and art events.

## Email Marketing

Visit 29 Palms will prioritize e-newsletter marketing programs to engage travel consumers, travel professionals, travel writers and bloggers, and invite visitors to Visit 29 Palms. **A strategic goal will be to increase e-news subscribers by 15% over the course of the 2020-2021 fiscal year and implement pop-up e-news tools on the Visit29.org website.**

Visit 29 Palms currently uses a Constant Contact email-marketing program, with a base of 2,000+ leads from subscribers through Visit29.org, events, travel shows, and previous campaigns through Sunset magazine and California Road Trips. With new branding established, the Visit 29 Palms TBID will produce monthly emails, promoting weekend getaways, special events, and spotlights on attractions. Visit 29 Palms will also launch its partner email series, sending quarterly updates to all stakeholders and tourism partners.

## Bloggers and Influencers

Working with bloggers and digital influencers is a key marketing strategy for building destination awareness and engaging with target markets. In many cases, for the price of a free night's lodging or a meal or participation in or support of a FAM tour, earned media in the form of photos and travel articles or blogs by travel writers and bloggers can circulate nationally or internationally for months, if not years.

## Broadcast Media

If the TBID budget allows for it, the Visit 29 Palms TBID will pursue broadcast media advertising opportunities which would include consideration for digital billboards, Internet radio campaigns.

## FAM Tours

FAM Tours offer meaningful opportunities for a destination marketing organization to host travel agents and media representatives and provide them with a first-hand experience of what your destination has to offer travel consumers which can ultimately have a powerful impact on brand awareness and exposure. In years past, the Visit 29 Palms TBID has partnered with Visit San Bernardino, Visit Greater Palm Springs, and Visit California for national and international FAM Tours and will leverage future partnership opportunities throughout 2020-2021 when travel conditions improve.

## Business Development

In order to better meet the needs of our visitors as well as continue to grow our tourism industry, the TBID had identified a need to grow the guide business in Twentynine Palms. This refers not only to hiking guides, but also step-on tour guides. This type of business development will require outreach and partnership development and is seen as vital for destination development in Twentynine Palms.

**Hiking Guides:** One of the specific opportunities the TBID has identified is the need for more hiking guide services in Twentynine Palms, specifically to help grow tourism to Mojave Trails

National Monument. As of July 2019, there are 30+ permitted rock climbing guides operating within Joshua Tree National Park, and 15 permitted hiking guides. Of the hiking guide list, only three are based locally in the Morongo Basin. ([www.nps.gov/jotr/planyourvisit/hiking.htm](http://www.nps.gov/jotr/planyourvisit/hiking.htm))

The Desert Institute through the Joshua Tree National Park Association works with more than 20 instructors each season to offer a variety of adult educational workshops, courses, and special events, including guided group hikes. Through outreach and partnership development Visit 29 Palms can develop a competitive advantage through better promotion of services offered by the Desert Institute who operate locally in the Joshua Tree National Park headquarters. <https://www.joshuatree.org/desert-institute/instructors.html>

**Step-on tour guides:** Throughout the year Twentynine Palms welcomes large groups, bus tours, and FAM tours, many of whom are interested in step-on guides. Developing a network of guides would give our city a competitive advantage and help attract more large groups to Twentynine Palms. The TBID has identified there is interest in having step-on guides for tours of the national park, monument, and preserve, as well as step-on guides for the murals and outdoor sculptures in the city.

The Desert Institute through the Joshua Tree National Park Association does offers step-on guides, working with a group of interpreters have specialized knowledge of the local geology, natural history, flora and fauna, archaeology, and cultural history. The TBID needs to gain a better understanding of these services and find creative ways to help cross promote. <https://www.joshuatree.org/desert-institute/step-on-bus-tours.html>

## Twentynine Palms Visitor Center

The Visitor Center provides a variety of vital visitor resources for out-of-town guests, including maps and brochures, displays highlighting the city's history and culture, and information on upcoming events. The Visitor Center also serves as an art gallery, hosting Art in Public Places exhibitions coordinated by PAAC (Public Arts Advisory Council). The Visitor Center also hosts a variety of special events which in 2019 included historical lectures, and the Mojave Trails National Monument birthday celebration.

Historically the 29 Palms Visitor Center has been operated in partnership between the City of Twentynine Palms and the 29 Palms Chamber of Commerce. With the new Director of Marketing housed in the Visitor Center as of January 2019, the building was operated in partnership between the TBID, City, and Chamber of Commerce until June 2019 at which time the Chamber of Commerce relocated to a new location.

In May 2019 the City of Twentynine Palms and the TBID invested in interior updates for the Visitor Center, including new flooring and new paint colors, and updated displays. The space will continue to evolve, and business hours will be adapted on a seasonal basis.

## Administration

### **Tourism Business Improvement District Advisory Board**

The 5-member Advisor Board must consist of representatives from the hospitality community in Twentynine Palms and must have balanced representation from all segments of the city's market including the large national hotels, independent hotels/motels, and vacation home rentals. The Advisory Board is appointed by the City of Twentynine Palms City Council and has an elected Chair, and Vice Chair.

### **Subcommittees**

Subcommittees made up of no more than two Advisory Board members can be formed to help support special projects and initiatives. Subcommittees have previously been created to support the TBID's annual meeting, and the TBID's marketing budget and plan development. The TBID had identified the need to develop additional subcommittees in 2019/2020 to assist with event and business development, as well as night sky ordinances.

### **Staff**

Reporting to the City Manager and under the guidance of the TBID Advisory Board, the Director of Marketing is responsible for day-to-day TBID operations and the execution of the marketing plan and budget. The Director of Marketing also oversees all contract services and manages the Visitor Center staff.

### **Contract Services**

The TBID can use a variety of contract services to achieve its marketing goals. Contract services are typically awarded by annual contract but can also be project specific. To date the TBID has used contract services for digital marketing and video development. Contract service companies and individuals report to the Director of Marketing.

### **Finance**

The City of Twentynine Palms oversees all aspects of finance and financial reporting for the TBID.

## Budget and Finance

### Tourism Business Improvement District Revenue Results and Forecasts

#### TBID 1.5% Tax Revenue 2017/2018

	Oct-Dec	Jan-March	April-June	July-Sept	Year End
<b>Hotels</b>	43,254	63,021	53,802	41,005	201,082
<b>VHRs</b>	1,851	6,919	5,066	4,724	18,560
<b>Total</b>	<b>45,105</b>	<b>69,940</b>	<b>58,868</b>	<b>45,729</b>	<b>219,642</b>

#### TBID 1.5% Tax Revenue 2018/2019

	Oct-Dec	Jan-March	April-June	July-Sept	Year End
<b>Hotels</b>	44,683	54,772	52,457	41,290	193,202
<b>VHRs</b>	7,182	9,685	7,008	6,939	30,814
<b>Total</b>	<b>51,865</b>	<b>64,457</b>	<b>59,465</b>	<b>48,229</b>	<b>224,016</b>
<b>vs. LY</b>	15%	-8%	1%	5.47%	2%

#### TBID 1.5% Tax Revenue 2019-20

	Actual			Forecasted	
	Oct-Dec	Jan-March	April-June	July-Sept	Year End
<b>Hotels</b>	47,918	37,197	23,902		
<b>VHRs</b>	9,908	7,464	8,604		
<b>Total</b>	<b>57,826</b>	<b>44,661</b>	<b>32,506</b>	<b>28,938</b>	<b>163,931</b>
<b>vs. LY</b>	12%	-31%	-54%	-40%	-27%

### City of Twentynine Palms Transient Occupancy Tax (TOT) Results

Fiscal Year	Transient Occupancy Tax	YOY % Change
2011-2012	\$1,007,296	+15%
2012-2013	\$920,895	- 9%
2013-2014	\$825,180	- 11%
2014-2015	\$856,825	+ 4%
2015-2016	\$938,039	+ 9.5%
2016-2017	\$1,080,342	+ 15%
2017-2018	\$1,179,854	+ 9%
2018-2019	\$1,332,579	+ 13%

**TBID TOURISM MARKETING BUDGET 2020-21**  
**TBID REVENUE BUDGET**

	2017-18 Actual	2018-19 Actual	2019-20 YTD 0630	2019-20 Budget	2020-21 Budget
4125 REVENUE: Visit 29! Tourism Assessment Fee 1.5%	\$ 219,642	\$ 224,253	\$ 102,701	\$ 200,000	\$ 175,000
4150 REVENUE: Income from Merchandise for Resale	\$ -		\$ 585	\$ 2,500	\$ 500
4245 INTEREST:		\$ 2,947	\$ 1,716		
???? REVENUE: Partnership Program	\$ -			\$ 5,500	\$ 2,500
4890 REVENUE: SBC COVID-Compliant Partnership Program	\$ -		\$ 2,500	\$ -	
<b>Total Revenue:</b>	<b>\$ 219,642</b>	<b>\$ 227,200</b>	<b>\$ 107,502</b>	<b>\$ 208,000</b>	<b>\$ 178,000</b>

**TBID EXPENDITURES**

<b>SALARIES &amp; BENEFITS</b>					
5110 Marketing Director Salary		\$ 47,869	\$ 51,330	\$ 90,505	\$ 70,845
5120 Visitor Center Assistant		\$ 519	\$ 5,964	\$ 15,000	\$ -
5250 Health Benefits		\$ 6,985	\$ 8,503	\$ -	\$ 12,316
5251 Retirement Benefits		\$ 3,315	\$ 3,604	\$ -	\$ 5,478
5252 Workers Comp		\$ 1,927	\$ 2,292	\$ -	\$ 3,542
5254 Unemployment		\$ -			\$ 305
6241 OFFICE SUPPLIES	\$ 3,538	\$ 2,701	\$ 4,074	\$ 3,000	\$ 1,200
6244 MISCELLANEOUS					\$ 10,000
6245 CONTINGENCY		\$ 6,696	\$ 4,659	\$ 10,000	\$ 10,000
6251 TRAVEL & ENTERTAINMENT		\$ 3,000	\$ 502	\$ 2,000	
6281 COVID-19 SAFETY MEASURES		\$ -	\$ -		\$ 2,500
6291 VISITOR CENTER BUILDING MAINTENANCE & OPERATIONS		\$ -	\$ 2,575	\$ -	\$ 1,200
6340 MERCHANDISE FOR RESALE		\$ 597	\$ 45		\$ -
6343 VIDEO PRODUCTION		\$ 2,589	\$ -	\$ 3,000	\$ -
6344 BROADCAST MEDIA		\$ -	\$ -	\$ 2,000	\$ -
6345 REGIONAL PRINT ADS		\$ 2,500	\$ 1,500	\$ -	\$ -
6346 TOURISM PRINT ADS	\$ 8,850	\$ 3,710	\$ -	\$ 4,000	\$ -
6347 TRADE CONVENTIONS, EVENTS, MEMBERSHIPS & TRAVEL EXP	\$ 3,313	\$ 760	\$ 149	\$ 5,000	\$ -
6348 TRAVEL SHOWS	\$ 6,828	\$ 1,924			\$ -
6353 CONTRACT SERVICES					
Marketing Firm		\$ 55,912	\$ 24,371	\$ 60,000	\$ -
Marketing Specialist	\$ 31,092				
Social Media Specialist					
6356 INTERNET MARKETING & WEBSITE	\$ 27,895	\$ 8,856	\$ 3,343	\$ -	\$ -
Internet Advertising, Social media ads across platforms (\$150/mo)				\$ 3,600	\$ 1,800
Internet Marketing Software (Adobe Creative Cloud)				\$ 500	\$ 650
Website Redesign, Consulting, Web fixes, tech updates, troubleshooting				\$ 3,000	\$ 2,000
Website, Wordpress & Plugins security updates				\$ 750	\$ -
Website Hosting/Domain Renewal				\$ 550	\$ 650
ConstantContact Email Marketing				\$ 550	\$ 780
MCCS/MCAGCC LifeIn29				\$ 1,600	\$ -
Google Ad Words					\$ 2,400
VisitCalifornia.com banner ad					\$ 2,000
6371 SPONSORSHIP/COMMUNITY EVENTS		\$ 10,298	\$ 3,615	\$ 4,000	\$ -
6518 MARKETING EQUIPMENT		\$ 3,635	\$ 1,048	\$ -	\$ -
	\$ 86,797	\$ 163,792	\$ 117,574	\$ 217,055	\$ 127,666

Total Approved Budget \$ 150,000 \$ 200,000 \$ 200,000 \$ 208,000 \$ 178,000

Total Revenue \$ 219,642 \$ 227,200 \$ 107,502

Total Expenses \$ 86,797 \$ 163,792 \$ 117,574

**Surplus/Deficit \$ 132,845 \$ 63,408 \$ (10,072)**