Hapeville Marketing & Communications Plan

PREPARED BY:
ATL Airport District
Destination Marketing Organization
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Table of Contents

Introduction	Page 2
Goals	Page 2
Target Markets & Audiences	Page 2 - 3
Strategies	Page 3 - 5
Key Messages	Page 6 - 9
Methods & Timeframes	Page 9 - 16
About the ATL Airport District	Page 16
Budget Information	Page 17

INTRODUCTION

The ATL Airport District (AAD) is honored to have been selected as the City of Hapeville's destination marketing organization. The following Marketing & Communications plan details the AAD marketing and sales efforts for the current fiscal year 2017-2018, and the corresponding budget. We have already begun integrating Hapeville into our sales and marketing packages, and are looking forward to creating a dynamic meetings and tourism brand for Hapeville.

GOALS

The stated goals for the City of Hapeville's destination marketing organization (DMO) are as follows:

- Have the primary mission of promoting and branding the City of Hapeville as a visitor destination.
- Work to enhance economic development opportunities that exist for the City regionally, nationally, and globally through the tourism and visitor industry.
- Develop quality programs to attract overnight visitors through multiple methods to include, but not limited to, general tourism, visitation, meetings and conventions, trade shows, sporting events, film industry, social activities, weddings and more.
- Engage and represent various businesses within the community, including hotel, restaurants, attractions and other visitor points of interest and destinations.
- Represent the City's hotel community currently consisting of seven (7) hotels with over 1,200 hotel rooms. Serve as a liaison to this significant City asset.
- Provide for a welcome center operation that markets to and welcomes visitors from outside the City.
- Generally build, brand and promote tourism, trade, and conventions for the City of Hapeville.

TARGET MARKETS AND AUDIENCES

To achieve the above stated goals, the ATL Airport District (AAD) has identified the following target markets to help focus the marketing and sales effort. Target market evaluation and identification will be an on-going process, but initially, we are focusing on two key markets – Meetings, Conventions & Trade Shows, and Travel & Tourism, further defined as follows:

a. **Meetings, Conventions & Trade Shows Target Markets**:

   1. Associations
   2. Corporate
   3. SMERF (Social, Military, Education, Religious, Fraternal) Market

4. Government
5. Third-Party Meeting Procurement Groups
6. Sports

b. **Travel & Tourism Target Markets**:

1. Business Travel
2. Leisure Travel
3. Family Reunions (as appropriate)
4. Group Travel
5. Culture and Heritage
6. Tour Operators
7. Weddings (as appropriate)

STRATEGIES

Based upon our experience and expertise in the destination marketing industry, the AAD has developed a comprehensive marketing and sales strategy designed to achieve the City of Hapeville's stated goals as follows:

Marketing Strategy
By joining the ATL Airport District, the City of Hapeville will be able to maximize resources and results by creating synergy and economies of scale. This will be achieved through a comprehensive sales and marketing strategy designed to achieve Hapeville's stated goals and objectives.

a. **Marketing Mission**
The primary goal of the AAD marketing effort will be to create demand for the City of Hapeville locally, regionally, and nationally, and to generate direct economic impact for the City of Hapeville and its key stakeholders and businesses.

b. **Marketing Objectives**

1. Establish Hapeville as a premier destination for conventions, meetings, trade shows, tourism and travel
2. Enhance perception of Hapeville as a travel destination
3. Build awareness of Hapeville's offerings as a destination
4. Increase hotel revenue, room nights and area economic impact through targeted marketing programs – advertising, online, packaging and promotions
5. Establish partnerships with key Hapeville businesses and stakeholders to expand and maximize marketing impact

6. Encourage visitors to Hapeville to do more and spend more at area hotels and businesses

c. **Marketing Strategies**

1. Create a brand strategy for the City of Hapeville that encompasses key attributes and competitive advantages
2. Position Hapeville as a unique destination that juxtaposes the amenities of a major city and the charm of a small town
3. Expand the overarching AAD brand to include key attributes and competitive advantages of the City of Hapeville, in addition to its other member cities
4. Leverage inherent AAD synergies to increase economy of scale for all partner cities – Hapeville, College Park, East Point and Union City
5. Build brand awareness through a comprehensive, targeted marketing and promotional plan
6. Build an online and social media presence to position Hapeville and other AAD partner cities as the official source for the area's tourism, restaurant, hotel, attraction and event, meeting and partner information
7. Leverage Atlanta's standing as a Top 10 travel destination

d. **Marketing Positioning**

In addition to building a unique brand strategy specific to Hapeville, one distinct benefit that the ATL Airport District provides to the City of Hapeville is to be a part of the AAD overarching brand alliance.

In the intensively competitive hospitality industry, Hapeville and our other member cities are relatively small markets competing against cities and areas with much larger budgets for the same client and visitor dollars. To maximize resources and results for all our member cities, we opted to create an overarching brand alliance that would offer our members the opportunity to create synergy and economies of scale, optimizing our sales and marketing efforts.

The AAD overarching brand will allow us to position the City of Hapeville on two different fronts, not only as its own unique, stand-alone city, but also as part of a larger hospitality package.

This additional positioning is especially strategic in the meetings, conventions and trade show marketplace.

Virtually the entire world is familiar with the world's busiest airport, allowing us to spend our marketing and sales dollars on convincing meeting planners to book their business here, rather than explaining where Hapeville and our other member cities are located.

Sales Strategy

Another key service that the ATL Airport District will provide is meetings industry and destination sales. The sales department will be responsible for developing a comprehensive and balanced sales program consisting of direct sales efforts, marketing initiatives and performance-based incentives to address the competitive market conditions.

a. **Sales Mission**
   The primary goal of the AAD's sales effort will be to generate revenue from group room nights for area hotels. This revenue will generate incremental tax dollars that are directed in the Hotel Occupancy Tax fund that supports Hapeville's destination marketing efforts and economic development efforts. Secondarily, the sales department will also contribute to overall revenue generated for key stakeholders and businesses in Hapeville.

b. **Sales Objectives**
   1. Generate leads and produce room-night business for Hapeville hotels
   2. Position Hapeville hotels as viable options for meetings, conventions, trade shows, family reunions and special events
   3. Enhance awareness of Hapeville and its offerings to meeting planners, group travel planners and decision makers
   4. Build awareness of Hapeville's destination marketing efforts and its services to the Hapeville community, its stakeholders and businesses
   5. Build sales team presence in key feeder markets

c. **Sales Strategies**
   1. Integrate Hapeville's key attributes into overall AAD sales package to optimize offerings
   2. Partner with area businesses and organizations to increase group bookings and to identify new opportunities
   3. Leverage the ATL Airport District's hospitality industry partnerships to maximize sales efforts
   4. Increase Hapeville's exposure to key markets that contract both short term and long term business
   5. Build upon relationships with third-party procurement groups to increase visibility of Hapeville hotels

d. **Sales Positioning**
   For our meetings, conventions and trade show sales collateral materials, the City of Hapeville's hotel and venue offerings are proudly featured as part of our overall AAD sales package.

KEY MESSAGES

The effort to market and sell the City of Hapeville as a viable meetings, conventions & trade shows, and tourism and travel destination will rely on creating, delivering and reinforcing targeted key messages to the different segments of our target markets. Based upon our expertise and knowledge of the industry in tandem with Hapeville's attributes, the AAD has created the list of preliminary key messages and key communication channels in which the messages will be deployed.

Meetings, Conventions & Trade Shows Target Markets		
Target Market Segment	**Key Messages**	**Key Communication Channels**
Associations, Corporate, Government, Third-Party Meeting Procurement Groups	• Part of the ATL Airport District and only minutes from world's busiest airport • Minutes from state's 2nd largest convention center – the GICC • Many meeting venues to choose from – conference center, hotels and special event venues • Save over 30% on transportation and hotel costs compared to downtown Atlanta • Most hotels include free airport transportation • Convenient to area attractions including Porsche and Delta Flight Museum / Only minutes away from Downtown Atlanta attractions	• Trade shows • Direct sales including one-to-one meetings and phone calls • Trade industry publications/outlets (i.e. – *Meetings & Conventions*, *Successful Meetings, Convene, Associations Now*, and more) • Digital, behavioral advertising based upon website visits and search engine keywords • Email/snail mail

Sports	• Part of the ATL Airport District and only minutes from world's busiest airport • Area is home to top-quality sports venues • Save over 30% on transportation and hotel costs compared to downtown Atlanta • Most hotels include free airport transportation • Family friendly attractions and restaurants/Only minutes away from Downtown Atlanta attractions	• Trade shows • Direct sales including one-to-one meetings and phone calls • Trade industry publications/outlets (i.e. – *Georgia Sports Guide*, *Premier Travel Sports Planning Guide* and more
SMERF (Social, Military, Education, Religious, Fraternal)	• Part of the ATL Airport District and only minutes from world's busiest airport • Many unique meeting and event venues to choose from • Save over 30% on transportation and hotel costs compared to downtown Atlanta • Most hotels include free airport transportation • Family friendly attractions and restaurants/Only minutes away from Downtown Atlanta attractions	• Trade shows • Direct sales including one-to-one meetings, networking and phone calls • Trade Industry publications/outlets (i.e. – *Cvent*, *Reunions, Black Meetings & Tourism*, and more) • Digital, behavioral advertising based upon website visits and search engine keywords • Email/snail mail

Travel & Tourism Target Markets		
Business Travel	• 80% of the U.S. population is within a 2-hr. flight of the Atlanta airport • Minutes away from world's busiest airport • Most hotels include free airport transportation • Big city amenities without all the hustle and bustle of downtown • Save over 30% on transportation and hotel costs compared to downtown Atlanta • Convenient to area attractions including Porsche and Delta Flight Museum / Only minutes away from Downtown Atlanta attractions	• Digital, behavioral advertising based upon website visits and search engine keywords
Leisure Travel, Group Travel, Tour Operators	• Minutes away from world's busiest airport • Most hotels include free airport transportation • Easy and direct access to major interstates • Big city amenities without all the hustle and bustle of downtown • Save over 30% on transportation and hotel costs compared to downtown Atlanta • Convenient to area attractions including Porsche and Delta Flight Museum / Only minutes away from Downtown Atlanta attractions	• Digital, behavioral advertising based upon website visits and search engine keywords • Email/snail mail • Trade Industry publications/outlets (i.e. – *State of GA Travel Guide, Atlanta Metro Travel Association, Leisure Group Travel* and more)

Family Reunions, Culture and Heritage, Weddings	• Minutes away from world's busiest airport • Most hotels include free airport transportation • Easy and direct access to major interstate highways • Big city amenities without all the hustle and bustle of downtown • Save over 30% on transportation and hotel costs compared to downtown Atlanta • Many unique special event venues to choose from • Convenient to area attractions including Porsche and Delta Flight Museum / Only minutes away from Downtown Atlanta attractions	• Digital, behavioral advertising based upon website visits and search engine keywords • Email/snail mail • Trade Industry publications/outlets (i.e. –*State of GA travel website, Reunions, The Knot,* and more)

METHODS & TIMEFRAMES

Marketing Methods & Timeframes

- **Branding**
  The AAD team will develop a destination-related brand positioning strategy for the City of Hapeville, designed to effectively communicate Hapeville's unique attributes. This strategy will include:
  - Destination brand development
  - Brand positioning statement
  - Logo development (if desired)

  Timeframe: 12-16 weeks from receipt of direction from city (target: 1/24/18)
- **Collateral Materials**
  The AAD team has already integrated the city of Hapeville into many of its AAD branded collateral materials used for sales and marketing (including sales bid

books and sales one-sheets). Additionally, we will create the following Hapeville-specific materials:

- **Tourism brochure** – A compact, informative visitor's brochure will be created for distribution in the City of Hapeville's Visitor's Center, area hotels and other outlets to be determined.

  Timeframe: To coincide with the opening of Visitor's Center (target: 2/1/18)

- **Promotional video** – The AAD will create a 60 – 90 second promotional video that highlights the City of Hapeville's from a tourism standpoint. The video will be used in various marketing and sales efforts, where appropriate.

  Timeframe: To coincide with the opening of Visitor's Center (target: 2/1/18)

- **Ad Campaign template** – A tourism/meetings focused ad campaign template will be created for use in Hapeville-specific advertising.

  Timeframe: 12 weeks from receipt of direction from city (target: 1/17/18)

- **Website & Microsite**
  The AAD employs a content-rich, responsive design website that showcases the hotels, restaurants, meeting spaces and other amenities of our member cities. The site is designed to provide maximum flexibility and expandability to take advantage of evolving technologies. Key elements of the website marketing program the AAD would provide to the City of Hapeville include:

  - **Hapeville Content** – Hapeville-specific content will be added to the primary AAD website to include hotels, meeting spaces, restaurants, events, attractions and general information on the city.

    Timeframe: Complete, with ongoing updates

  - **Hapeville Microsite** – A Hapeville-branded microsite will be created to feature only Hapeville content. Much like the content on the AAD website, the microsite will include Hapeville hotels, meeting spaces, restaurants, events, attractions and general information on the city. This microsite will be accessible via the AAD site, or can be marketed via a vanity URL if desired.

    Timeframe: In progress (target: 12/1/17), with ongoing updates

- **Social Media**
  The AAD has begun the process of integrating the city of Hapeville into the AAD social media messaging mix. Key Hapeville messages will continue to be explored and integrated into the marketing mix to grow the tourism brand and build relationships with clients and consumers. Currently, these channels include

Facebook, Instagram and Twitter, but emerging mediums will be investigated as they become pervasive.

Timeframe: In progress and ongoing

- **Advertising**
  The AAD marketing team will develop a targeted advertising plan that maximizes exposure for Hapeville, while achieving economies of scale through an AAD-specific advertising plan. The advertising plan will include the following:
  - **AAD-Branded Meetings & Conventions Market Ad Campaign** – Key Hapeville selling points have been integrated into the overall AAD meetings and conventions messaging mix.

    Timeframe: Complete, with ongoing updates
  - **AAD-Branded Tourism Market Ad Campaign** – Key Hapeville selling points have been integrated into the overall AAD tourism messaging mix.

    Timeframe*:* Complete, with ongoing updates
  - **Hapeville-Specific Ad Creative** – Hapeville-specific ad creative will be generated for instances where it would be optimal for Hapeville to have dedicated advertising creative.

    Timeframe: 12 weeks from receipt of direction from city (target: 1/17/18)
  - **Print Advertising** – Both the Meetings & Conventions and Tourism & Travel markets will feature a print advertising component that will include a mixture of local, regional and national trade, business, lifestyle and news publications.

    Timeframe: In progress and ongoing

    Online Advertising – Both the Meetings & Conventions and Tourism & Travel markets will feature an online advertising component that will include a mixture of digital display ads to complement search engine marketing efforts.

    Timeframe: In progress and ongoing
- **Events**
  The AAD recognizes that the City of Hapeville has several events that are important to the city and the surrounding communities. We also know that events can drive visitor traffic and incremental business to the city. To that end, the ATL Airport District will provide marketing and promotional support for any Hapeville events that are designed to draw tourists and visitors to the city. The events that the City of Hapeville has identified as key events for support include:
  - Happy Days Weekend
  - Southern Film Festival Series
  - Coffee & Chrome

- Chalk Art Festival
- Hapeville Art Crawl
- Other events to be mutually agreed upon

These events will be promoted by the AAD using a variety of outlets, including:

- **AAD Website Calendar** – The events listed above, and any public events that are designed to draw visitors will be listed on the AAD website, and the Hapeville microsite. These website listings can link to a special event details page that can include Google geolocation map, ticketing information, special discounts and other pertinent information.

  Timeframe: In progress and ongoing

- **Earned Media/Public Relations** – The AAD marketing team will assist in providing public relations support for the Hapeville events detailed above. This support will include media alerts, media outlet calendar listings, etc.

  Timeframe: In progress and ongoing

- **Social Media** – The AAD marketing team will post key Hapeville events to the AAD social media channels on a case-by-case basis. These postings should be reserved for key Hapeville events that are deemed by both the City of Hapeville and the AAD as mission critical.

  Timeframe: In progress and ongoing

- **Advertising** – A variety of advertising will be placed to support these events, and will depend on the size and the scope of the event. Each event will be evaluated on a case-by-case basis to determine the appropriate outlets for each.

  Timeframe: In progress and ongoing

In addition to supporting key events for the City of Hapeville as outlined above, the AAD will continue to create and develop proprietary events that support the stated goals and objectives. Currently, our only proprietary event franchise is ATL Airport District Restaurant Week. Hapeville restaurants will be invited to participate in the event slated for March 2018 (exact dates TBD).

- **Visitor's Center**

  The ATL Airport District will establish Hapeville's Visitor Center in the Historic Train Depot and Museum. The Visitor's Center is slated to open February 1, 2018 on a part-time basis. The hours of operation will be Thursday, Friday and Saturday from 1pm until 5pm. We will utilize the expertise of Ms. Charlotte to staff the center, evaluating additional staff based on need and volume. The Visitor's Center will feature prominent signage on the exterior of the Depot, as well as, directional signage on Central Avenue from 85 South and 75 North. Additionally, we will provide a brochure rack that will include collateral on the City of Hapeville, attractions, restaurants and other area information. The

ATL Airport District will install an interactive kiosk, which will further enhance the visitor experience.

Timeframe: In progress with scheduled opening date of 2/1/18

- **Venues**
  The AAD will work to market and promote several of the City of Hapeville's venues These venues include:
  - Hoyt Smith Center
  - City-owned Athletic Facilities
  - The Christ Church Center and Jess Lucas Park
  - Train Depot
  - Scout Hut at Cofield Park

  This will be accomplished in a variety of ways, including:

  - **Websites** – Hapeville's venues will be listed on the AAD website and the Hapeville microsite

    Timeframe: In progress (target: 12/1/17)

  - **Collateral Materials** – The venues will be prominently featured in Hapeville's brochure and video. They will also be integrated into the AAD sales collateral materials, where applicable.

    Timeframe: To coincide with the opening of Visitor's Center (target: 2/1/18)

  - **Visitor's Center** – Information on Hapeville's venues will be prominently displayed with the brochures area of the visitor's center.

    Timeframe: To coincide with the opening of Visitor's Center (target: 2/1/18)

  - **Social Media** – Hapeville venues will be included in social media posts and social ad buys, when appropriate, and as part of the overall messaging mix.

    Timeframe: In progress and ongoing

  - **Venue Directory Ads** – The venues will be listed on various paid venue directories and listings online that cater to special event and meeting facilities, i.e. – Cvent, Eventup, UniqueVenues.com, etc.

    Timeframe: In progress and ongoing

Sales Methods & Timeframes

- **Trade Shows**
  In support of the sales strategy previously outlined, the AAD sales team attends and exhibits at key industry meetings and trade shows on behalf of the City of Hapeville.

Client contacts made at these events are used to generate sales leads. A list of potential trade shows to attend include, but are not limited to, American Society of Association Executives (ASAE), Meeting Professionals International (MPI), HelmsBriscoe Annual Business Conference, Experient Envision, ConferenceDirect Annual Partner Meeting, International Association of Exhibitions and Events (IAEE), Professional Conference Management Association (PCMA), Society of Government Meeting Professionals (SGMP), Georgia Society of Association Executives (GSAE), Georgia Chapter Association of Meeting Planners International (GaMPI), Connect Association Meeting, Destination SouthEast, IMEX America, Destination Showcase, CVENT Connect, US Sports Congress, National Association of Sports Commissions, Fraternity Executive Association, Religious Conference Management Association (RCMA), National Coalition of Black Meeting Planners (NCBMP), and U.S. Travel Association International PowWow.

Timeframe: In progress and ongoing

- **Lead Distribution**
  The AAD sales team includes Hapeville hotels in the distribution of client leads for citywide, multi-hotel and in-house pieces of business.

  Timeframe: In progress and ongoing

- **Site Inspections**
  The AAD sales team solicits potential clients for site inspections of the Hapeville market, to increase booking percentage. This direct interaction with potential clients is conducted in two different ways – through personal one-on-one site

  tours, and through market updates in key national markets. Each site inspection is customized so that client prospects will get to experience the first-class hotels, and charming restaurants and shops of Hapeville.

  Timeframe: In progress and ongoing

- **Sales Mission Calls**
  The AAD sales team identifies key markets to conduct in-person sales mission calls. These sales mission calls are conducted in conjunction with trade shows and industry meetings whenever possible.

  Timeframe: In progress and ongoing

- **Direct Sales**
  The AAD sales team divides sales responsibilities into different target markets, i.e. – Associations, Corporate meetings, etc. Each member of the sales team has been given a target market responsibility and corresponding sales goals, and is expected to conduct sales calls and develop leads.

  Timeframe: In progress and ongoing

- **Hotel Sales Offices**
  The AAD sales team is working to cultivate relationships with Hapeville hotels' national and local sales offices. These sales offices represent individual hotel clients such as Hilton, Marriott, Solis, etc., and we make it a priority to build strong relationships with these organizations to educate them about Hapeville's destination marketing efforts, and its key stakeholders and businesses.

  Timeframe: In progress and ongoing

- **Sales and Education Training**
  AAD leadership promotes on-going sales and education training for its sales team to learn new techniques and to stay abreast of current trends in the hospitality industry. Additionally, the AAD will provide Chick-fil-A Servant Leadership Training for all Hapeville hotel sales managers.

  Timeframe: Chick-fil-A Training scheduled for 11/14/17; staff training ongoing

- **Third-Party Meeting Procurement Groups**
  One of the fastest growing client bases in the hospitality industry is third-party meeting procurement groups. Industry trends show that companies and organizations are increasingly hiring third-party companies to conduct site inspections and provide site selection services. The AAD sales team cultivates and maintains relationships with this critical section of the industry, and develops site inspection and informational event opportunities.

  Timeframe: In progress and ongoing

- **Hotel Partner Sales Meetings**
  The AAD sales team conducts quarterly sales meetings to provide on-going communication, collaboration and strategic planning between our team, AAD member hotels and participating Hapeville hotels.

  Timeframe: In progress and ongoing

- **Professional Marketing Organizations**
  The ATL Airport District maintains membership in key industry marketing and professional associations for education, advocacy, visibility and networking opportunities.

  The AAD currently holds membership in the Atlanta Metro Travel Association (AMTA), U.S. Travel Association (USTA), Georgia Hotel and Lodging Association (GHLA), Destination Marketing Association International (DMAI), The Georgia Association of Convention & Visitor Bureaus (GaCVB), and the Georgia Travel Association. Cookie Smoak currently serves on the board for GaCVB, and on the board for the Atlanta Airport Area Chamber of Commerce. LaShanta Taylor serves on the board for the South Fulton Chamber of Commerce.

  Additional memberships AAD team members hold include American Marketing Association (AMA), American Society of Association Executives (ASAE), Meeting

Professionals International (MPI), International Association of Exhibitions and Events (IAEE), Professional Convention Management Association (PCMA), Society of Government Meeting Professionals (SGMP), Georgia Society of Association Executives (GSAE), and Georgia Chapter Association of Meeting Professionals International (GaMPI), National Coalition of Black Meeting Planners (NCBMP), National Association of Sports Commissions (NASC), Religious Conference Management Association (RCMA), American Bus Association (ABA), and the Georgia Sports Commission.

Timeframe: In progress and ongoing

ABOUT THE ATL AIRPORT DISTRICT

ATL Airport District is the official destination marketing organization for the cities of College Park, East Point, Hapeville and Union City, Ga. The mission of ATL Airport District is to generate economic development for the cities of College Park, East Point, and Union City by effectively marketing the community as a preferred tourism, convention and meeting destination. For more information, please visit www.ATLdistrict.com.

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BUDGET INFORMATION

The following budget provides an estimate of the use of funds projected to be received from the City of Hapeville during the current fiscal year (July 1, 2017 – June 30, 2018). Our budgeted expenditures abide by the spending restrictions, rules, and regulations of the Hotel/Motel Tax Authorization Code and supports the performance of the services detailed within this plan.

Because the ATL Airport District provides services to other cities, the budget is primarily based on an estimate of Hapeville's pro rata share of the operational expenses of the organization. Each city's share of expenses is based on the number of hotel rooms in each partner city as a percentage of the total number of rooms represented by the AAD. This percentage is verified annually with each partner city. In addition, Hapeville's budget also includes expenses related to the operation of a visitor's center as well as an amount that is set aside annually to market events specific to the City of Hapeville.

REVENUE		
HOTEL/MOTEL TAX COLLECTIONS	**$**	**1,250,000**
EXPENSES		
GENERAL AND ADMINISTRATIVE	**$**	**265,000**
SALES		
Trade Shows	$	30,000
Client Development	$	15,000
Sales Research and Other Sales	$	10,000
Convention Services and Support	$	20,000
Total Sales		**75,000**
VISITORS CENTER		
Operations	$	40,000
Total Visitors Center	**$**	**40,000**
MARKETING		
Communications/Website	$	50,000
Special Events	$	75,000
Event Marketing	$	45,000
Advertising	$	300,000
Marketing	$	250,000
Total Marketing		**720,000**
TOTAL EXPENSES	**$**	**1,100,000**
TRANSFER TO RESERVE	**$**	**150,000**
BUDGETED CHANGE IN NET ASSETS	**$**	**-**