

ATTACHMENT #1



Indian Wells, CA Communications Assessment Update

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Executive Summary

The City of Indian Wells has made great strides in its communication efforts since the 2018 Communications Assessment. The City has completed a majority of the recommendations made in that report, including the establishment of different approaches, budgets and pathways of engagement for its two distinct audiences: residents and visitors. These accomplishments include the implementation of a resident-based email platform (Constant Contact), designation of resident-focused social media platforms (Facebook, X (formerly Twitter), YouTube and Nextdoor) and tourism-focused platforms (Facebook, Instagram and LinkedIn), the maintenance of an editorial and communications planning process, adoption of written social media policies and completion of user-friendly website updates. In addition, the City has integrated a data-driven approach to its social media strategy, with departments reviewing metrics regularly to inform future outreach campaigns.

Trends continue to move in the right direction on several fronts: the Tennis Garden has reached record-setting attendance, Acrisure Arena's opening has broadened exposure to diverse sports and event offerings and recent enhancements to the resort campus and the Golf Resort have collectively contributed to positive revenue for the City. These developments also help to build the City's reputation as a premier destination within the California's Coachella Valley.

As a City with a history of communicating well with residents and a commitment to transparency and resident engagement, City staff continue to distribute City information through one of its most robust channels, email communication. Indian Wells has a huge advantage in the area of email collection with its Resident Benefit Card program. This program alone results in significant email address collection for the City, giving it the strongest ratio of population to resident email addresses collected we have observed in a city.

Additionally, in comparison to other cities with similar geography or population, the City of Indian Wells boasts a significant volume of posts and engagements on social media:

- City of Indian Wells: Average of 30 posts/month, 169 engagements
- City of Ojai: Average of 7 posts/month, 121 engagements
- City of Avalon: Average of 18 posts/month, 167 engagements
- City of Del Mar: Average of 21 posts/month, 61 engagements
- City of La Cañada Flintridge: Average of 25 posts/month, 338 engagements
- City of Palm Desert: Average of 46 posts/month, 682 engagements

In the following pages, Tripepi Smith outlines our observations and makes a series of recommendations. The City has built a great foundation of communications, but it is important to remember that communications are ever-evolving. Our recommendations outline how the City can continue to improve and grow from here, leveraging new technologies and adapting to the changing ways society gathers and interprets information. Tripepi Smith turns over stones and seeks to find opportunities for enhancement, even when an operation is performing well. While we don't advocate change for change's sake, it is our duty to find areas for improvement and ensure our engagement adds value. Even cities that excel in communications have room to grow. Recommendations on our part only signify an effort to highlight potential for further advancement.

Updates from the 2018 Assessment



Indian Wells by the Numbers

The City of Indian Wells leverages a multitude of tools to communicate with the residential community, including a website, social media, email, text messaging services and more. The table below shows the current demographics of the Indian Wells audience and metrics of communications platforms.

Statistic	Count	Notes
City population	4,757	Per the 2020 Decennial Census from the United States Census Bureau ¹
Racial demographics	<ul style="list-style-type: none"> American Indian and Alaska Native: .3% Asian: 2.7% Black or African American: .7% Hispanic or Latino: 6.5% Native Hawaiian and Other Pacific Islander: .1% White: 88.1% Other: 2.4% 	Per the 2020 Decennial Census from the United States Census Bureau
Registered voters	3,259	Per the February 2024 Report of Registration from the California Secretary of State ²
Number of housing units	5,140	Per the 2020 Decennial Census from the United States Census Bureau
Total email addresses in Constant Contact	7,665	As of February 2024
Open Rate for emails sent in the past 12 months through Constant Contact	59% (790,442)	For February 2023 to February 2024. 16% above the industry average.
Click Rate for emails sent in the past 12 months through Constant Contact	5% (38,157)	For February 2023 to February 2024. At the industry average.
Total issued Resident Benefit Cards for 23-24 FY	4,223	As of March 7, 2024

¹ https://data.census.gov/profile/Indian_Wells_city,_California?q=160XX00US0636434#housing

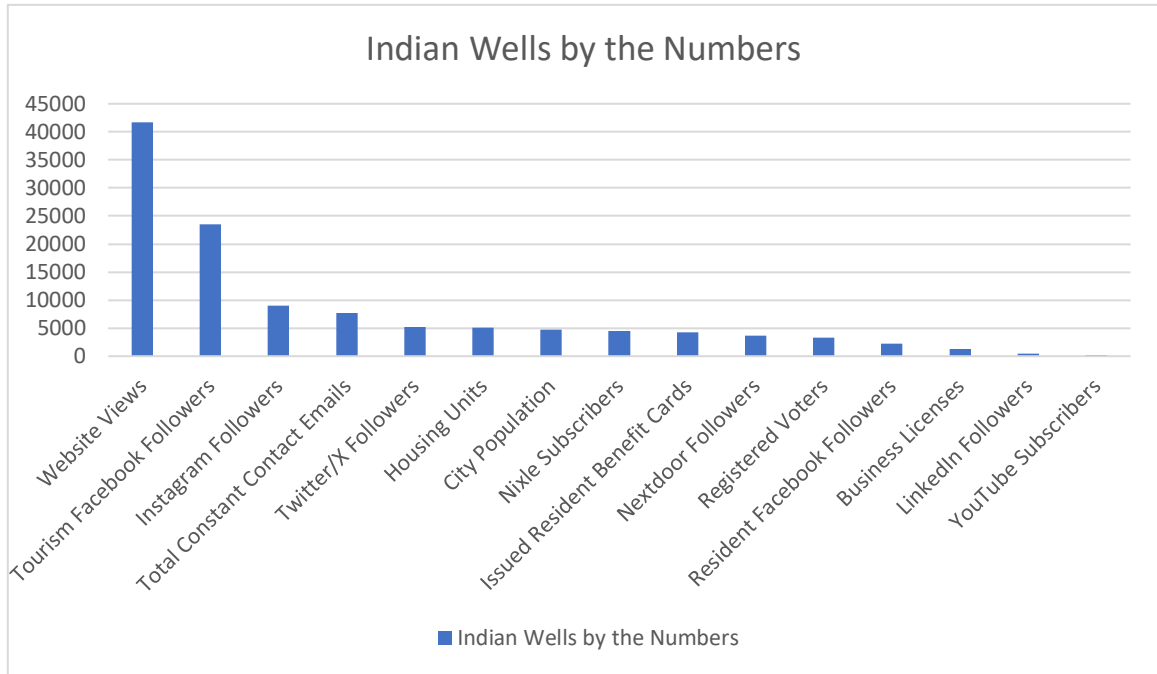
² <https://elections.cdn.sos.ca.gov/ror/60day-presprim-2024/complete-ror.pdf>

Statistic	Count	Notes
Website views	41,681	January 1, 2023 – December 31, 2023
Business licenses	1,249	As of March 7, 2024 <ul style="list-style-type: none"> • Commercial: 130 • Home Occp.: 38 • Massage Esth.: 6 • ST Business License: 28 • Vendor: 1,047
Nixle subscribers	4,476	As of February 2024
Followers on resident Facebook	2,178	As of February 2024
Followers on tourism Facebook	23,477	As of February 2024
Followers on Nextdoor	3,641	As of February 2024
Followers on Twitter/X	5,198	As of February 2024
Followers on Instagram	9,004	As of February 2024
Followers on LinkedIn	462	As of February 2024
Subscribers on YouTube	216	As of February 2024

Since the previous Communications Assessment in 2018, the following notable changes have occurred:

- **Email Metrics:** Prior to 2018, the City of Indian Wells used Civica for its mass email services. Since then, the City has switched to the Constant Contact platform. While using Civica, the tourism and resident emails were combined into one platform. With the implementation of Constant Contact, the content is now kept exclusive to residents. Since the change in platform occurred, the number of resident emails increased by 4,367 email addresses.

- Social Media and Messaging Services:** Across all platforms, followers and subscribers have increased. While a gradual increase is normal for active social media accounts and pages, some platforms had major changes that contributed to these increases³.



³ See 'Social Media' under Current Communication Methods section for more information.

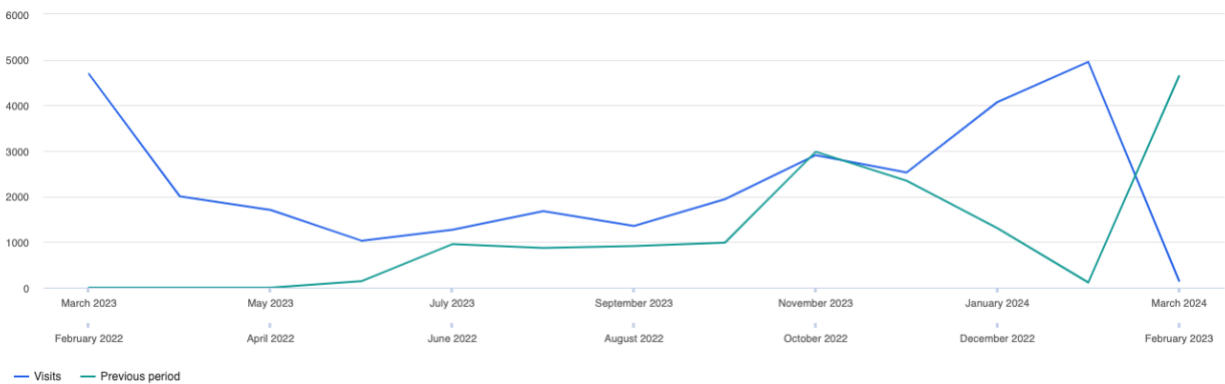
Current Communication Methods

Website

The City of Indian Wells website (CityOfIndianWells.org) is hosted by Granicus, which acquired the website's original host platform, Civica. The City also continues to use Siteimprove, a website analytics platform in addition to Google Analytics.

General Traffic to the Website

In the past twelve months (March 1, 2023 – March 1, 2024), there have been 30,273 visits and 48,821 page views to the website, which is 15,022 visits and 22,914 page views more than the year prior. Of those, 22,681 were unique visitors, an increase of 10,774 in the previous year.

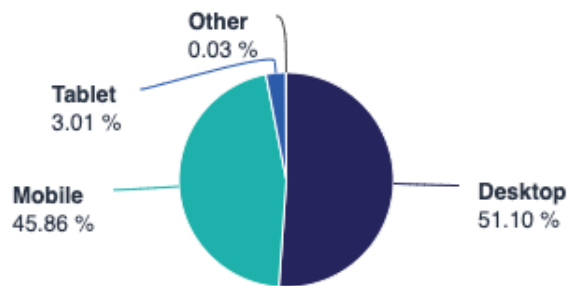


A graph of visits to CityOfIndianWells.org from March 1, 2023, to March 1, 2024.

Website traffic tends to perform at lower levels in the summer months, a well-known off-season for residents and visitors. There is a gradual increase as the City welcomes back residents and there is an increase in community events. The highest activity is recorded in January and February as information for the BNP Paribas Open is released.

Website Traffic by Device

A slight majority of visitors use desktops to access the Indian Wells website. From March 1, 2023, to March 1, 2024, 51.1% of visits were from a desktop (15,468 visits), 45.9% of visits were from mobile (13,883 visits) and 3% of visits were from tablets (912 visits). This data is in line with trends seen among many city websites. Compared to the previous Communications Assessment, the desktop performance slightly declined by 3.9%, the mobile performance increased by 11.1% and the tablet performance decreased by 7.2%. This is as expected as more use of mobile devices increases for general internet access and information lookup.



Percentage of website visits by device from March 1, 2023, to March 1, 2024.

Top 10 Most Viewed Webpages

The most popular page on the City’s website from March 1, 2023, to March 1, 2024, was the Upcoming Resident Events page with 11,485 page views, making up 23.5% of total website views. This is far exceeding the performance of the next three best web pages. The Crime Blotter page earned 7,205 views (14.8%); the Resident Benefit ID Card page earned 4,368 views (8.9%) and the Resident Benefits page earned 3,643 views (7.5%).

1	Upcoming Resident Events Indian Wells, CA https://www.cityofindianwells.org/our-city/residents/upcoming-resident-events
2	Crime Blotter Indian Wells, CA https://www.cityofindianwells.org/our-city/residents/newsletter/crime-update/-folder-272
3	Resident Benefit ID Card Indian Wells, CA https://www.cityofindianwells.org/our-city/residents/resident-benefit-id-card
4	Resident Benefits Indian Wells, CA https://www.cityofindianwells.org/our-city/residents/resident-benefits
5	Short Term Residential Rentals Indian Wells, CA https://www.cityofindianwells.org/our-city/residents/short-term-residential-rentals
6	Residents Indian Wells, CA https://www.cityofindianwells.org/our-city/residents
7	Calendar Indian Wells, CA https://www.cityofindianwells.org/our-city/residents/calendar
8	Coachella Valley Firebirds Lottery Indian Wells, CA https://www.cityofindianwells.org/our-city/residents/upcoming-resident-events/coachella-valley-firebirds-sign-up
9	Golf & Tennis Benefits Indian Wells, CA https://www.cityofindianwells.org/our-city/residents/resident-benefits/golf-tennis-benefits
10	Contact Us Indian Wells, CA https://www.cityofindianwells.org/our-city/residents/contact-us

Six of the ten top webpages relate to resident perks, showing that residents are frequently navigating the website and that resident benefits and events are of high priority.

Website Analysis

Content Organization

While the City’s website has useful content for both residents and visitors, the information leans toward a resident audience. The top navigation bar has been narrowed down to four tabs: Our City, City Hall, Services and I Want To... Along with the search bar, users can find information by selecting one of ‘Explore’ buttons on the rotating banner or the highlight buttons directly underneath: Council Meetings, IW Open Checkbook, Search City Documents and Plan A Visit. The homepage also showcases five upcoming events and the four most recently published news articles. This news articles section often lies empty when there is a lull in information to publish. This focus on residents makes sense given the City page is primarily

a driver of resident services while the City partners with other entities for broader tourism initiatives and marketing.

Since its redesign in April 2019, several pages have been added to accommodate necessary updates for the community, making the website heavy in content.

The primary website used for tourism is the Indian Wells webpage⁴ under Visit Greater Palm Springs. This page contains a short description and map of the City and buttons linking to information on Relaxation & Wellness, Meetings & Events, Restaurants & Nightlife, Weddings, Family-Friendly Vacations, Golf and Tennis. In addition, feature articles on these items are highlighted at the bottom:

- Plan Your 2024 Meeting in Indian Wells
- Relax, Replenish and Rejuvenate in Indian Wells
- Six Reasons to Meet in Indian Wells
- Your Guide to Golf in Indian Wells
- Say “I Do!” in Indian Wells

Security

In 2018, the City of Indian Wells website did not have a Secure Sockets Layer (SSL) certificate running on all pages. Since then, this potential security risk and threat to search engine optimization benefits has been addressed and the website is now fully secured by SSL.

Social Media

The City of Indian Wells is present on Facebook, Instagram, Twitter/X, LinkedIn, Nextdoor and YouTube. Since the prior communications assessment, the target audiences for each platform have shifted and become more focused. In 2018, only one Facebook Page existed for Indian Wells. As a result of a recommendation in the Communications Assessment, the original Page was turned into a tourism-focused Page. A resident Page was then created to keep content curated toward the appropriate audiences.

A Nextdoor Agency page was created to provide information exclusively to residents. Twitter/X and YouTube are now resident-focused. Instagram and LinkedIn are exclusive to tourists. On a few instances, job openings are posted to the LinkedIn page.

The resident Facebook page, Twitter/X page, YouTube channel and Nextdoor page are linked in the footer of the website. The resident Facebook page, Twitter/X page and Instagram page are linked in all emails sent through Constant Contact.

Account	Ownership	Number of Followers
Facebook Page – Tourists ⁵	Visit Greater Palm Springs	23,477 (+13,230 since 2018)

⁴ <https://www.visitgreaterpalmsprings.com/coachella-valley/indian-wells>

⁵ <https://www.facebook.com/IndianWells/>

Instagram ⁶	Visit Greater Palm Springs	9,004 (+8,309 since 2018)
LinkedIn ⁷	Visit Greater Palm Springs / The City of Indian Wells	462 (+392 since 2018)
Facebook Page – Residents ⁸	The City of Indian Wells / Tripepi Smith	2,178 (page created in 2018)
Twitter/X ⁹	The City of Indian Wells / Tripepi Smith	5,198 (+116 followers since 2018)
YouTube ¹⁰	The City of Indian Wells / Tripepi Smith	216 (+117 since 2018)
Nextdoor ¹¹	The City of Indian Wells / Tripepi Smith	3,641 (page created in 2018)

Facebook

By separating into two Facebook pages, the City has been able to focus the content to the appropriate audience, generating higher performances on posts. The resident page is identified as City of Indian Wells – Government¹² and the tourism page is named Indian Wells, California. Both pages make the content focus clear.

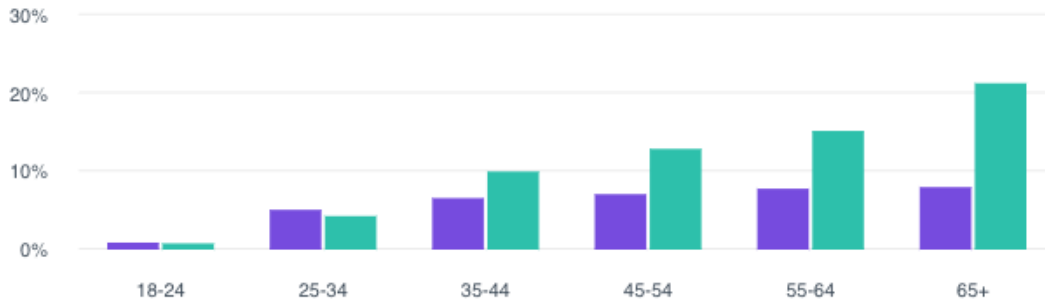
Resident Facebook Page

Most followers are women (64.5%) who are 65 years or older and identify as living in Indian Wells. The chart below shows the full range of demographics.

⁶ <https://www.instagram.com/cityofindianwells/>
⁷ <https://www.linkedin.com/company/indian-wells>
⁸ <https://www.facebook.com/CityofIndianWells/>
⁹ https://twitter.com/indian_wells
¹⁰ <https://www.youtube.com/@CityofIndianWells/videos>
¹¹ <https://nextdoor.com/pages/city-of-indian-wells>
¹² In line with Facebook naming guidelines for government and nonprofits

Age and Gender

■ Men 35.50%
■ Women 64.50%



Source: Facebook Analytics

From March 1, 2023, to March 1, 2024, the resident Facebook page earned 136,110 impressions¹³. Of that, 127,213 impressions were earned organically while the remaining 6,116 were earned in boosted (paid) promotions.

Organic and Paid Impressions, by Month



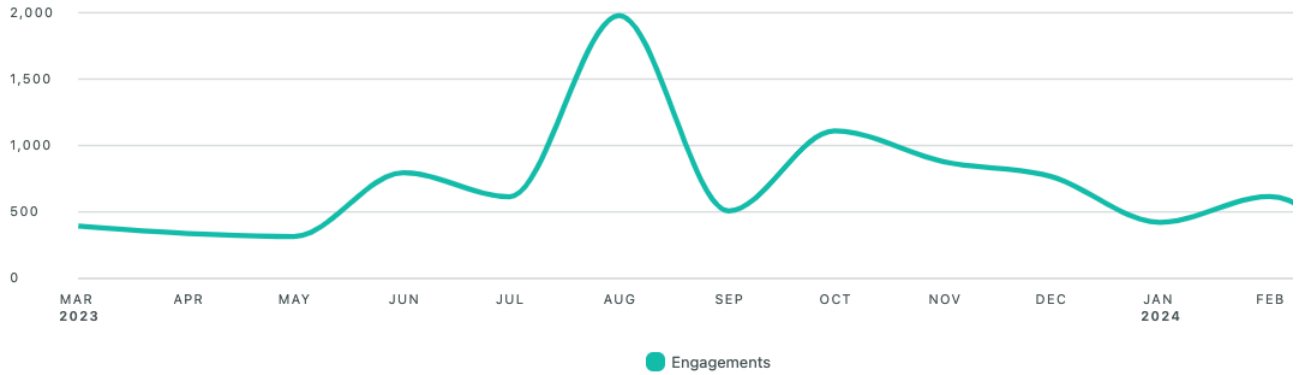
Source: Sprout Social

In addition, the page garnered 8,666 engagements¹⁴ with a majority of these being other post clicks. Other post clicks refer to the number of times users clicked anywhere in your posts without opening a web link, reacting to, commenting on or sharing your post. This includes clicks to play a video and view a photo. The largest spike was in August 2023 due to two resident notice posts on sandbag availability and a road closure.

¹³ Impressions are the number of times any content from your Page or about your Page entered a person's screen.

¹⁴ Facebook engagement is any action someone takes on the Facebook Page or one of the posts. The most common examples are reactions (including likes), comments and shares, but it can also include saves, viewing a video or clicking on a link.

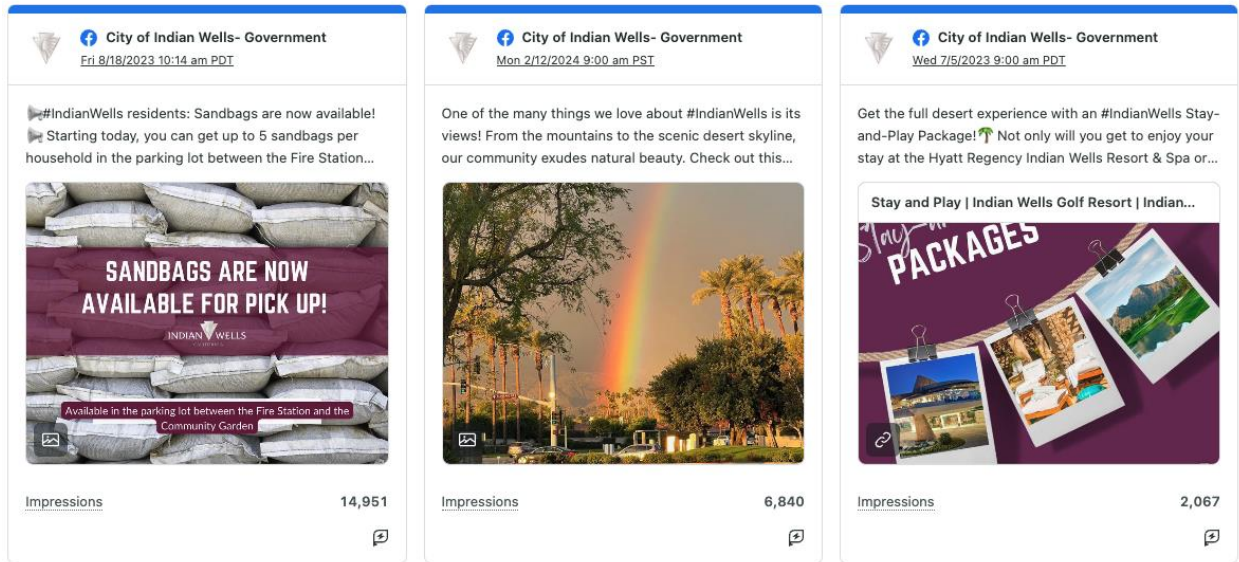
Organic and Paid Engagements, by Month



Source: Sprout Social

The top three posts between March 1, 2023, to March 1, 2024, covered sandbag pick-up during Tropical Storm Hilary, a photo of a rainbow in the community and stay-and-play packages offered by the Indian Wells Golf Resort and the resort campus. With emergencies like Tropical Storm Hilary, it is expected to see high performances on posts with pertinent information. The other two posts show that residents enjoy content that garners community pride and promotes resident experiences.

Descending by Lifetime Impressions



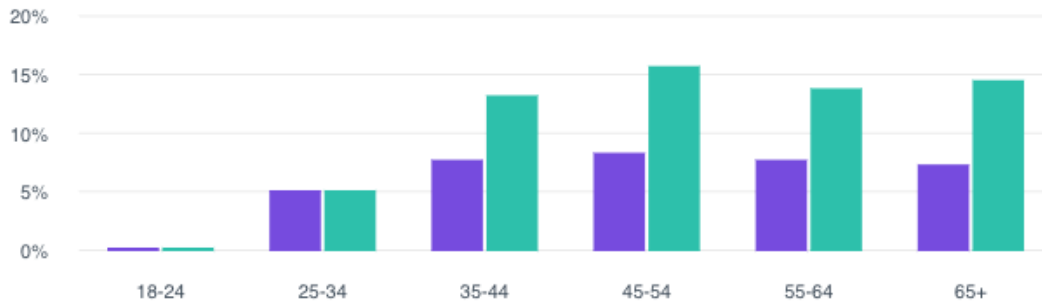
Source: Sprout Social

Tourism Facebook Page

Most followers are women (63.1%) ages 45-54 who live in Los Angeles. The chart below shows the full range of demographics.

Age and Gender

Men 36.90%
Women 63.10%



Source: Facebook Analytics

While most of the followers of the resident page are native to the Coachella Valley, the tourism page followers come from a wide range of domestic and international locations. Below are two charts indicating the top cities and countries that followers of the tourism page live in. Within the United States, the top five locations where followers reside are Los Angeles (1,713), San Diego (822), Palm Desert (379), New York (361) and Chicago (356). The top five countries where followers reside are the United States (21,876), Canada (286), Mexico (200), Argentina (100) and Italy (97). The international following can potentially be enhanced with an international Sister City partnership.

Los Angeles, CA	1,713	United States	21,876
San Diego, CA	822	Canada	286
Palm Desert, CA	379	Mexico	200
New York, NY	361	Argentina	100
Chicago, IL	356	Italy	97
Las Vegas, NV	324	India	69
Phoenix, AZ	294	Brazil	62
Indio, CA	268	United Kingdom	59
Long Beach, CA	251	France	55
La Quinta, CA	239	Philippines	53

Source: Facebook Insights

The content published between March 1, 2023, and March 1, 2024, earned a total of 428,872 impressions and 29,443 engagements. The top three posts are:

- Family Fun in the Sun at the Hyatt Regency¹⁵: 43,123 impressions and 40 engagements
- Palm Trees in Indian Wells¹⁶: 32,436 impressions and 2,561 engagements

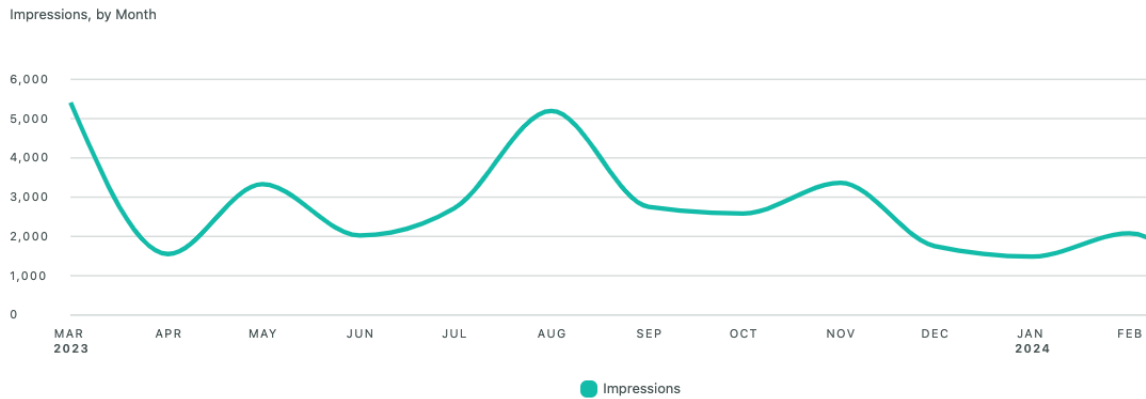
¹⁵<https://www.facebook.com/IndianWells/posts/pfbid032uC7KSxQKLBePyoSry19FDQE2pS9xX9EffXNgwsraqaw79UutSmAN3HzysRfnowzl>

¹⁶<https://www.facebook.com/IndianWells/posts/pfbid0cDZM38g5bJh8zQDs1mBuJNzaEdd7tgFA1iNcnmPKwmaWsAGxbgLQVdBd6uw4Jyq3l>

- Summer Time Splash at the Hyatt Regency¹⁷: 20,886 impressions and 32 engagements

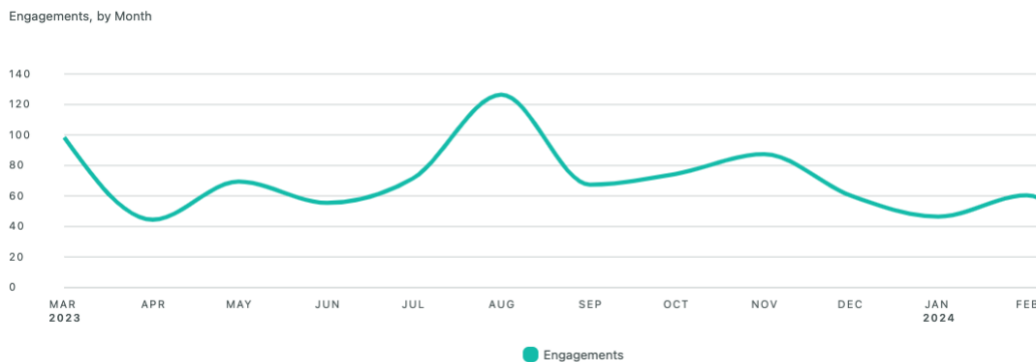
Twitter/X

Residents are also active on the City’s Twitter/X page. From March 1, 2023, to March 1, 2024, the page earned a total of 34,073 impressions with the most activity in August.



Source: Sprout Social

Additionally, the page earned 858 engagements in the past year, which includes 241 likes, 97 replies, 22 retweets, 91 post link clicks and 407 other post clicks. In the same fashion as impressions, August was the highest-performing month.



Source: Sprout Social

The top three posts covered the Indian Wells Golf Resort’s recognitions, the Mayor’s presentation at the BNP Paribas Open and a highlight of the Sands Hotel for a “perfectly pink desert getaway.” Since 2018, the Twitter/X page was transitioned from a tourism platform to a resident-focused one. Due to the nature of the content that is most well-received, it is possible that many of the past tourist followers stayed to be updated on other City matters. It is best to push sporting-related content on this platform.

¹⁷<https://www.facebook.com/IndianWells/posts/pfbid0w2ZqpYqWANW32GMvBUXc6hZnVR4RNWxNMsbWNgNP1XomiwFqyWXQ31euZAatGY4KI>

Instagram

The City of Indian Wells' Instagram page shares the same content as the tourism Facebook page (note that Instagram is owned by Meta who also owns Facebook). With a more consistent flow of published content, reach and engagements perform at a much higher rate. The page effectively uses Instagram features like highlights, a profile description and a link in the bio. The account is often tagged by other Instagram users, which helps populate content credited to online influencers.

#IndianWells is used frequently on the City's posts and in posts the City is tagged in. The hashtag has collected 300,359 posts.

The major point of growth for this channel is an increased use of Reels. Video content has proven to be the most effective in reaching a large audience and encouraging higher engagement. The latest Reels posted earned 101,000 views, while the last photo post earned 16 likes and 1 comment.

LinkedIn

While the LinkedIn page is managed by Visit Greater Palm Springs, content is not published as often to this platform as Facebook and Instagram. In the past year, the page has earned 573 views with 283 of those being unique visitors.

YouTube

The City's YouTube channel was created in 2010 and since then, it has published 110 videos, gained 216 subscribers and 37,804 views. In the past year, the channel has received 21,049 impressions and 21.99 hours of watch time. The top three videos over the channel's lifetime are:

- Indian Wells Meeting Planner 2016¹⁸: 5,070 views
- Big Break Indian Wells Promo¹⁹: 3,225 views
- Indian Wells Golf Resort Spot²⁰: 2,753 views

While the content was both tourist and resident-focused when the channel was created, most videos are now primarily for residents, including videos on Public Works projects, State of the City highlights and more. Many of these videos follow a "How-To" style; brief and informative. From 2019 to the present, 59 of the 69 videos published were targeted at residents. From 2018 and prior, 17 of the 50 videos published were targeted at residents.

Nextdoor

Since the last Assessment, the City of Indian Wells has created a Nextdoor agency page. The content is identical to what is being published to the resident Facebook page and the Twitter page. Each month, the page earns approximately 1,100-3,700 impressions and 5-20 engagements²¹.

¹⁸ <https://www.youtube.com/watch?v=pQQzTjUQHW8>

¹⁹ <https://www.youtube.com/watch?v=yW3btyFKkkE>

²⁰ <https://www.youtube.com/watch?v=dTZN2YpA-JQ>

²¹ Engagements are also referred to as Thanks and Replies on Nextdoor.

Print Publications

The City of Indian Wells distributes several print and mailed (sent to each residence) publications each year to keep residents updated on important and timely projects, with educational financial brochures being the most frequent. Digital, ADA-compliant versions of these materials are then added to the City's website. Since 2018, a sampling of mailed and printed collateral includes:

Mailers	Other Print Collateral (not mailed)
2019 Financial Primer	2020 Resident Benefit Brochure
2020 Budget Mailer	2020 COVID building signage
2021 Financial Primer	2021 False Alarms Flyer
2021 Business Assistance Survey Postcard	2021 Veterans Day Program
2021 Budget-at-a-Glance	2022 Veterans Day Program
2021 Golf Master Plan Workshops	2023 Mountain View Villas Flyer
2022 Lease Revenue Bonds	2023 Resident Benefits One-Sheet
2022 Circulation Element Workshop	2023 City Meeting Brochure
2022 Public Safety Update	2023 HOA Workshop Flyer
2022 CIP Mailer	2023 Emergency Preparedness Week
2022 Planning Commission Study Session	2023 Wellness Week
2023 Budget-at-a-Glance	2024 Resort Campus Map Update

In 2023, more content was provided digitally, or copies were made available at City Hall due to the nature of the content and target audiences. For example, the Mountain View Villas and HOA Workshop flyers do not apply to all residents and the Meeting Brochure only applies to those attending official City meetings.

The Indian Wells' demographic values print mailers as an optimal mode of communication from the City. While these materials are helpful as we can ensure they reach every household in the City, they are best utilized when a part of a multi-step marketing plan. This means executing both print and digital communications methods in one campaign. Due to the significant difference in budget needed for print materials over digital, mailers should only be produced for topics of high interest and importance.

Budget-at-a-Glances and Financial Primers

Approximately each biannual budget cycle, the City of Indian Wells alternates between mailing a Financial Primer²² and Budget-at-a-Glance²³. Financial Primers offer infographics that outline the City's revenues and expenses. Budget-at-a-Glances delve into the newly adopted budget, the City Council's priorities and how funds are distributed.

Direct Digital Communications

Email

In 2018, the City was using Civica's email marketing tool that provided unreliable reporting metrics. Since then, the City has transitioned to Constant Contact, a digital and email marketing platform, to send out important information and notices to its residents and other subscribers. There are currently 7,671 contacts in the City's account. There are topic-specific lists that subscribers can tap into, a sample of which can be seen below:²⁴

- City Committee Meetings and Agenda Notifications: 78 contacts
- Crime Prevention: 1,129 contacts
- General Interest: 6,036 contacts
- Grants: 116 contacts
- Local Media: 59 contacts

In the past year, the City has sent 279 emails garnering 801,109 opens and 38,456 clicks. The City's 59% open rate is 15% above the industry average. The most popular email was on resident information for the BNP Paribas Open 2024, which was opened 3,879 times and had 392 clicks.

Digital Newsletter

As a result of a recommendation from the last communications assessment, the City has been distributing a digital quarterly newsletter since 2018. Fall, spring, summer and winter editions of the newsletter are sent to the General Interest subscriber list in Constant Contact, posted to social media (resident Facebook page, Twitter and Nextdoor) and shared on the website²⁵.

The newsletters sent in the past year earned an average of 3,536 opens and 374 clicks per issue.

Nixle

The City continues to use the Nixle platform to send emergency notifications to subscribers. As of March 26, 2024, there are 4,496 subscribers signed up for Indian Wells notifications. Of those, 4,395 are SMS subscribers, 2,418 are email subscribers and 576 are voice subscribers.²⁶ Messages focus on traffic advisories and warnings of high winds, flash floods and red flags. Since the opening of this account in

²² <https://www.cityofindianwells.org/city-hall/departments/finance/financial-primer-infographics>

²³ <https://www.cityofindianwells.org/city-hall/departments/finance/budget-at-a-glance>

²⁴This list does not include all lists. Only the currently active lists are noted.

²⁵ <https://www.cityofindianwells.org/our-city/residents/newsletter/indian-wells-newsletter>

²⁶Subscribers can sign up to be contacted in multiple ways so there is duplicative counts in each of these methods of communicating.

2016, the City has sent 556 messages. Of these messages, 474 were labeled Alert which includes high wind, flash flood and tropical storm warning. Two of the messages were categorized as Community updates. One was a test and the other was a fireworks alert. The last 80 messages were Advisory notifications on traffic signal upgrades, construction updates and road work.

Other Communication Methods

City Hall Phone Service

The City continues to offer optimal customer service by answering resident questions via phone calls to City Hall. The City tracks these phone calls by department. From July 1, 2023, to March 27, 2024, City Hall received 42,780 calls. The calls were directed as follows:

- 12,556: Reception Desk
- 20: City Council
- 7,355: City Manager's Office
- 3,416: Com Dev Dept.
- 4,708: Finance Dept.
- 5,566: Public Works Dept.
- 1,773: Building Counter
- 27: Planning Counter

Looking Ahead



Generative Artificial Intelligence

While artificial intelligence (AI) is not a new concept (people already rely on it to tell us the weather, predict traffic patterns, check spelling in our emails, etc.), generative artificial intelligence (GenAI) is. GenAI is a branch of artificial intelligence referring to tools that can generate text, images, audio or videos in response to text-based “prompts” from users.

Due to recent leaps happening in the GenAI branch of artificial intelligence, AI use in the workplace is more prominent, including in communications-related work. Clearly, when generating content, AI can think and type faster than a human – though the work product can be littered with errors or insensitive to the nuances of public agency communications.

Over the last 12 months, the City of Indian Wells has informally started using GenAI to assist with developing communications materials. Thus far, the City has experimented²⁷ with Bing AI Assistant (note that Bing AI is powered by OpenAI, the same platform powering the ChatGPT tool that many recognize).

Occasionally, staff uses Bing AI Assistant with drafting quotes for City Council Members and first drafts of letters or press releases. As of this writing, staff does not use GenAI to generate videos or images.

The City does not have any formal processes or policies for GenAI use. Many cities are starting to consider adoption of GenAI policies to address actions involving the sharing of proprietary information to the AI platforms or clarifying expectation for disclosure when GenAI is used. Additionally, efforts to collaborate around GenAI tools and adoption within city agencies is seeing collaboration led by the City of San Jose. The City has launched a portal and working group for AI collaboration among cities called the Government AI Coalition. Tripepi Smith advises the appropriate Indian Wells staff person to sign up at <https://www.sanjoseca.gov/your-government/departments-offices/information-technology/ai-reviews-algorithm-register/govai-coalition>

Tripepi Smith has been contemplating and investigating AI strategies for city governments in the last year. Tripepi Smith Principal Ryder Todd Smith has signed on as an advisory to an AI company that is seeking to leverage AI technology in the local government space, and this has furthered the firm’s interest and knowledge in the space. Based on this background Tripepi Smith has identified a few noteworthy strategies for AI use that Indian Wells may want to consider.

Microsoft Copilot

The City of Indian Wells is aligned with the Microsoft Suite of tools that have shifted to the cloud over the years. Microsoft has done the hard work of integrating AI into their suite of services, though it does come with a price: \$30 a month per user. The upside of this integration point is that the “knowledge” of the Copilot tool can be driven by the information within just the data that the Microsoft cloud already has for the City. For example, its responses can be driven by SharePoint content, OneDrive content or chat history. In this way, the tools can avoid being mis-informed by the general internet and the content that is being leveraged includes the proprietary content that the City has without risking its upload to the general internet.

²⁷ This statement is related only to communications. Other City departments may be using other GenAI tools in other capacities.

Tripepi Smith advises that the City deploy a few seats of Copilot licensing in the City to experiment with its functions and evaluate its ability to enhance staff productivity.

AI and Website Search

One of the key features of AI is that the process of accessing it and asking questions comes naturally. Its ability to “talk” with users is incredible and compelling. For the dense world of city government, its ability to explain or make plain language engagement easier is particularly compelling. Web platforms such as Granicus are investigating the integration of AI tools with their search functionality. Tripepi Smith believes there is strong value to add for search bars on city websites to benefit from natural language AI tools that focus the domain of the responses on content the city chooses. For example, if a city can focus an AI search bar on its home page to only use the web content on its own website, its content on a YouTube channel and the content on a Laserfiche document storage platform, it can help ensure the responses generated by the AI search tools only find “reliable” sources of information. The City should explore discussion with Granicus on how to create such a tool or consider a premium OpenAI account or Anthropic account to create a domain AI tool that only queries data from sources the City approves of to generate results for residents.

On a related point, several tools are on the market, including Citibot, that provide chat experiences with residents to simulate a human response to questions and engagement, but leveraging AI tools to enhance the experience. Indian Wells may find that the simple integration of a Citibot or similar tool into its website provides a nice method of tapping AI capabilities without going down the path of custom code development.

Capturing Historical Knowledge / Explaining Council Actions

Cities generate a lot of content between long agenda packets and extensive staff and council comments at meetings and planning commission meetings. Similar to notes above, all this content can be indexed by AI. Tools like Hamlet (full disclosure that Ryder Todd Smith is an advisor to Hamlet and has a stock option interest in the firm) provide tuned AI solutions to help cities summarize meetings and content. For cities that tend to have long organizational history, AI tools that can look back deep into its recordings and staff reports and can provide a database of knowledge that AI is ripe to tap. One can imagine asking a question such as: “When did we last issue a conditional use permit on main street?” and AI could theoretically review all the recordings of the City to find that information. AI has a real ability to create institutional memory for the organization and make it a mere query away from getting an answer.

Experiment and Learn

In addition to our suggestion to implement a couple seats of Copilot and to adopt a GenAI use policy, Tripepi Smith advises the City to brainstorm scenarios where they would want AI to augment and replace processes currently happening at City Hall to generate more efficiency. Start with imaging and hoping for what it can do, then determine if third-party solutions or existing software tools can leverage AI to deliver on those scenarios. Developing use cases will be key to imagining the possible impact of AI on the City’s operations.

City Council should be willing to take risks with this experimentation and recognize that not all efforts will work, but it is advisable to take reasonable risks to experiment and try out AI tools and learn, then to sit back waiting for the perfect solutions. A bit of failure is better than no innovation.

IW-TV

The City manages a local public access channel, IW-TV. There is approximately 12-17 minutes of looped content that repeats 24-7, except twice daily broadcasts of the most recent city council meetings at 9 a.m. and 7p.m., and housing authority meetings at 1 p.m. Similarly to the communications assessment report made in 2018, the looped content includes the City Council meeting schedule, slides featuring each City Council member, as well as ads for the BNP tennis tournament. When applicable, code enforcement and public works information will also be posted as a slide. When other departments post video content to the official City YouTube channel, it is also added to the looped schedule. The ticker at the bottom of the channel is updated weekly with new information.

The channel is managed by the City's IT Manager. The manager programs the looped content and films and posts City Council and Housing Authority meetings. Since the manager is drone-certified, he also films creative projects, such as an aerial timelapse of the construction of Fairway Park. Video content is stored in a network-shared drive. The manager has used ScreenCloud Player since August 2023, so he can use Indian Wells' branding and colors on the PEG channel. The manager is in the process of getting a second player to stream the channel continuously to YouTube in the future.

Currently, the City is in the process of hiring a contract employee to serve as a back up for the PEG channel programming. There has been cursory training of the Assistant City Manager to record council meetings, but not the technical side of the PEG channel. Written guidelines and policies for the channel are also underway.

The City does not have viewership numbers or data for IW-TV. This is common as cables companies do not share that information with cities. There is currently no information related to IW-TV on the Indian Wells website and the PEG channel is not streamed onto the City's website or YouTube channel.

Collaboration – City of Indian Wells, Indian Wells Golf Resort & Visit Greater Palm Springs

The City of Indian Wells, the Indian Wells Golf Resort (IWGR) and Visit Greater Palm Springs (VGPS) each target distinct but at times, overlapping audiences. Part of this distinction was a result of the 2018 communications assessment that recommended the City focus on resident communication channels separate from tourists/visitors.

Each entity works in conjunction with a consultant on their respective communication outreach needs as follows:

Since 2018, the City has used a communications consultant, Tripepi Smith, to work in conjunction with in-house staff to strategize and distribute communication items to residents. The focus of this content relates to topics and information relevant to those who live in the City full or part-time, separate from information targeted to tourists and other visitors.

Since 2012, IWGR has had a management agreement with Troon Golf, LLC, for maintenance, operations and marketing of the Golf Resort. Troon works closely with the City to implement a marketing and brand management program, an annual plan and to coordinate accounting and financial reporting related to the IWGR. Troon subcontracts public relations services through another firm.

Since 2019, the City of Indian Wells has partnered with Visit Greater Palm Springs (VGPS) for tourism marketing services. VGPS is responsible for strategic planning, account management services and a monthly financial summary. Since the previous communications assessment, the City has instilled a dedicated Indian Wells resource that operates within VGPS under the job title of Director of Indian Wells Tourism.

In general, the targeted communication breaks down as follows.

City of Indian Wells

Primary audience: residents

In conjunction with Tripepi Smith and recommendations from the 2018 Communications Assessment, the City has developed targeted resident communication channels, such as the quarterly digital newsletter, dedicated City website, print collateral, resident-focused email platform, City-focused social media platforms and resident-specific events to keep residents informed about developments, programs, initiatives and upcoming events.

Indian Wells Golf Resort (IWGR)

Primary audience: Coachella Valley residents

Secondary audience: visitors from outside the Coachella Valley

Troon markets the IWGR through group outings, special events, promotion of use of the resort by residents and locals in the Coachella Valley, marketing to City hotels and their guests and nationally increasing the profile of the resort through public relations and advertising programs.

Visit Greater Palm Springs (VGPS)

Primary audience: visitors from outside of the Coachella Valley

VGPS acts as the City's tourism marketing partner through research, brand building, media planning and buying, creation of creative assets and communications as they relate to the Indian Wells hotel campus. VGPS contract is primarily funded through TOT revenues and are tied with other strategic initiatives most directly connected with bringing tourists to the City for hotel stays.

Communication Between the Entities

VGPS's Director of Indian Wells Tourism conducts meetings with the hotel campus' General Managers and Directors of Sales, the General Manager and Director of sales of the IWGR and City representatives, including the City's Senior Management Analyst/acting Public Information Officer. These meetings take place once a month and serve to discuss overarching campaigns, events/amenities that serve all audiences (for example: Winterfest, Shots in the Night, TopTracer, remodel of IWGR restaurant etc.) and metrics reports on recent initiatives. These meetings are the main source of communication and cross-collaboration between the three entities.²⁸

Information about these marketing efforts is communicated to the City Council through two subcommittees: the Marketing Committee and Golf Resort Advisory Committee.²⁹ The Marketing Committee is comprised of the general managers of the participating resort properties, two members of the City Council and three City staff members. The committee advises the City Council on matters pertaining to the Cooperative Marketing Program. Marketing Committee meetings are held on an as needed basis. The Golf Resort Advisory Committee is comprised of five resident members, general managers of the participating resort properties and two members of the City Council. The Advisory Committee makes recommendations to the City Council on service levels, maintenance and quality of its guest's experiences pertaining to the Indian Wells Golf Resort. Meetings are held on a monthly basis.

Cross Collaboration

VGPS acts as a lead generator for the IWGR and attracts groups to the hotel campus that have an interest in golf and offerings at the IWGR, benefitting the region, the City and the Golf Resort.

The IWGR/Troon has its own database of emails and contact information through the Troon Rewards program. Most Indian Wells residents that have an interest in offerings and news from the IWGR subscribe to Troon Rewards and receive this information directly from the IWGR. If, after promotion to those in the rewards program, an event still needs increased attendance and promotion, the Director of Marketing & Sales at the IWGR will forward event information to the City so the information can be distributed through their email platform to all Resident Benefit Cardholders.

The City frequently communicates to residents regarding resident benefits offered by the IWGR, including discounted golf, dining options and events. The City also promotes VGPS events, such as Restaurant Week,

²⁸ A marketing report from one such meeting is included in the appendix for reference.

²⁹ Sample agendas for the Marketing Committee and Golf Resort Advisory Committee are included in the appendix, for reference.

which offers discounts at local dining establishments to residents and visitors alike. The City also reshapes social media content from the IWGR and VGPS when it pertains to accolades the City or the IWGR has received. These types of posts instill a sense of civic pride in residents and reminds them of the many perks and benefits of being an Indian Wells resident.

Paid Partnerships – Acrisure Arena Sponsorship

The City of Indian Wells is currently in the second year of a five-year sponsorship of Acrisure Arena. There is an opt-out opportunity at year three if the City is so inclined. The first year of the partnership cost \$150,000. Acrisure Arena sponsorship for FY 2024-25 is \$162,240 and FY 2025-26 is \$168,730. The partnership goals have been to connect world-class sports & entertainment with world-class brands like Indian Wells. The goal is to deepen engagement, build brand affinity and positive sentiment. The City also had the opportunity to highlight the City-owned Indian Wells Golf Resort and promote experiences such as Winterfest, Shots in the Night and TopTracer.

After the first year of the sponsorship, the arena provided a sponsorship report with value received from the sponsorship.³⁰

The sponsorship report includes the following highlights:

- Contractually, the arena was to provide 47 hours for I-10 freeway billboards. The City received almost four times the contract hours at 168 hours, for a total monetary value of \$277,252.
- Due to the increased number of events at the arena, the Indian Wells stage had an increased value of \$16,000.
- The broadcast value was an added value at \$876,102 to all sponsors with 25% of that being specific to Indian Wells at an extra \$140,176.
- Indian Wells first year sponsorship received a value of \$762,175. The estimated value when approved by the City Council in October 2023 was \$570,000. This is an increase of \$192,175 value earned in its first year of sponsorship.
- The sponsorship items from the initial evaluation that did not happen are the Desert 9 artwork in the Iceplex and the radio reads for the Seattle Kraken game.

There are two broad categories of benefits for the sponsorship: perks for Indian Wells residents and general branding and promotion for the City.

Perks for Residents:

- Pre-sale ticket opportunities create a new benefit related to the Resident Benefit Card program
- Facility usage for City-sponsored events

General Branding and Promotion for IW:

- Ad play on billboards, arena LED & TV display exposure (interior and exterior) and outdoor branded stage
- “Three Stars” of the game partner and 1 game entitlement promote the City to those in attendance

³⁰ The sponsorship report is included as Appendix A.

- Alignment with a regional arena that brings in a younger demographic introduces new audiences to the Indian Wells experience
- Potential to drive bed stays with overnight guests attending arena events
- A new platform to promote Indian Wells events, activities and tourism: Winterfest, Shots in the Night, Visit Indian Wells
- Potential entertainment venue for event planners as a component of overall marketing and outreach efforts to the event planner profession

Observations

General

- Since 2018, the City has established different approaches, budgets and pathways for engagement of its two very distinct audiences: residents and visitors.
- The City has completed a majority of the recommendations from the 2018 communications assessment.
- The City has a process in place to maintain and reference an editorial and communications planning process.
- The City uses its robust email subscriber list to its advantage by using Constant Contact as a main source of information distribution.
- The City has implemented written policies (both internal and external social media policies) to formalize the use of platforms and provide guidelines to employees and end users.
- With a solid foundation of engagement tools, the City can leverage data to implement robust engagement and education campaigns as needed.

Strategy & Policy

- The City has not adopted a formal GenAI policy or a policy related to IW-TV.
- The City should continue to distribute, review and update its style guide across all Indian Wells communication efforts to ensure visual alignment with overall branding and maintain brand consistency.

Social Media

- Adjusting bios, incorporating more organic content, utilizing Reels on Instagram and considering verification for Twitter/X can improve social media performance and engagement.

Website

- Curating evergreen content and increasing video content can enhance the availability of data, improve website engagement and boost overall digital interaction.
- The creation of a resident portal could more effectively serve and engage the resident community.

Partnerships

- Collaborating on events, monitoring sponsorship metrics and identifying iconic projects can continue to distinguish the City and enhance its appeal both locally and on a broader stage.

Recommendations

Tripepi Smith formulated the following recommendations to help the City of Indian Wells enhance its communications and optimize platforms to further engage the community. We have also included information as it relates to the recommendations in the 2018 assessment including goals that have been met, are in progress or haven't yet started.

Website

2018 Recommendation	Complete	In Progress	Not Started
Review and fix the onsite search feature. What people are searching for on your site is a critical indicator for addressing the user experience and allocation of screen real estate.	X		
Purchase and implement SSL on the site for security and search engine optimization purposes.	X		
Fix the access to the Google Analytics account on the website.	X		
Revisit the costs and structure to isolate tourism-focused website messaging from residents' services. A dedicated city tourism website that does not distract visitors with content about local government and policy is important, especially if you are running separate advertising campaigns with heavy advertising spend. With an investment of hundreds of thousands of dollars on marketing and digital advertising, a portion of that budget should be dedicated to the landing page and conversion experience.	X		
Civica in general has been observed as a platform in decline for city websites, especially since the acquisition by Granicus. Indeed, our experience attempting to work with Granicus customer support to resolve the Google Analytics access matter demonstrated the inadequacy of their customer support. Notably, Granicus has now acquired Vision Internet, too, likely as a result of customers fleeing Civica. As such, a process to move off Civica and to another platform (Vision Internet or Civic Plus are common options) has become murkier. A healthy RFP process is advisable to pursue a new website solutions partner.	X		
Review metrics on website activities and share them among leadership staff to understand trends and audience interests or concerns.	X		
Approximately 70 staff members across Civica, Granicus, and Indian Wells have access to the City's website, which in turn grants access to the City's email	X		

manager. The City should review and narrow down website access to only include staff members who really need it.			
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2024 Website Recommendations

Create a policy for updating pages and content.

Since the City's current contract to Granicus does not include regular design refreshes, consider an RFP process/new vendors that are able to provide unlimited maintenance and design support that may better serve staff and constituents.

With the popularity of resident resources on the webpage, consider the creation of a "resident portal" so that all resident-related content can be stored in one place. This portal should then be prominently linked on the homepage.

Curate a series of evergreen articles to be added to the homepage when there are no topical articles to highlight.

Social Media Policy

The City has implemented all recommendations in relation to social media policies since the 2018 assessment.

2018 Recommendation	Complete	In Progress	Not Started
Work with the City Attorney to establish a formal social media policy that provides guidelines for the City's development and usage of social media platforms.	X		
Emphasize use of social media by City Council Members to highlight risks associated with the Brown Act.		X	
Identify situations where the City might mute or hide comments from the public that violate the policy.	X		

As new council members are elected, the City should continue to highlight risks associated with the Brown Act in regards to social media as part of the onboarding process. Recent court rulings continue to affect elected official behavior and actions on social media platforms.

Social Media Strategy

As evidenced by the chart below, the City has made great strides in its social media presence since 2018:

2018 Recommendation	Complete	In Progress	Not Started
Develop a social media strategy that addresses both internal (residents) and external (tourism) audiences. While seniors (a large component of the overall Indian Wells population) are not the highest propensity users of Facebook, Pew reports that 36% of people of 65 use the platform and Indian Well's	X		

elevated average income data would suggest this percentage is even higher.			
Determine which social media platforms will be used to communicate with each audience. Our observations would conclude you should use Facebook and Nextdoor for residents, while continuing to use Facebook, Twitter and Instagram for tourism promotion.	X		
Establish a procedure to determine what kind of information is disseminated to each audience.	X		
Develop a social media calendar to ensure communications opportunities across departments are identified and disseminated on the City's social media platforms.	X		
Review social media metrics monthly to determine strengths and weaknesses and leverage insights to optimize social media strategy.	X		
Establish a budget for social media advertising on Facebook to increase reach of the City's communications efforts on social media. We advise spending approximately \$3000 for the first year, focused on internal resident reach and to promote the City's Facebook page. ³¹		X	

2024 Social Media Strategy Recommendations

General:

Sharing more video content can lead to higher engagement rates on all platforms. To increase the use of video content, the City Manager or Mayor can make short videos updating residents on current events and topics. This can also be showcased in the digital newsletter. These videos do not need high production value. They can simply be recorded on a smart phone and edited on user-friendly platforms, like Canva or iMovie.

Resident Facebook:

The international following on the resident Facebook page can be enhanced with a Sister City partnership.

More organic content, like photos taken by residents or staff, tend to perform better and should be incorporated more often.

³¹ The City spends money on Facebook advertising, but the resident platform does not have a set budget. In 2023, \$170 was spent on advertising through the resident page.

The City should consider launching a social media campaign encouraging residents to send in community photos for a prize. These photos can then be published over time to boost page performance.

For the resident Facebook page, the page bio can be changed to be consistent with the resident Twitter/X page and the Social Media Policy link can be transferred to the section dedicated to the Privacy Policy. The City Hall hours can also be added to the About section.

Establish a set budget for the resident Facebook page to maintain momentum on engagement and reach.

Tourism Facebook:

The page is currently lacking a Social Media or Privacy Policy. This should be linked in the About section.

Twitter/X:

One of the first things users will notice about a Twitter/X page is whether it is verified or not. Verification, also known as “the blue checkmark”, was previously a free system to identify accounts as credible and trustworthy. After the transition from Twitter to X, the system became a paid service and the City of Indian Wells lost its verified status. Before the switch to X, verification only required an official organization email. To become a Verified Organization now, the City must subscribe to a Basic or Full Access service tier. The Basic tier is \$200 per month or \$2,000 a year (plus tax and fees) to manage your verification and affiliate-related accounts. The Full Access tier is \$1,000 per month or \$10,000 a year (plus tax and fees) to manage your verification and affiliate any pages. Once the membership is secured, a checkmark will appear next to the page name and the circle avatar will become a square. By tapping into these memberships, organic posts will be prioritized by the X algorithm allowing more people to see your posts, among other benefits. While this will need to be accounted for in future marketing budgets, it will help establish the City’s status as an official page.

All posts should contain more hashtags as this is a primary traction builder on this platform.

The current bio could be edited to mention that it is resident-focused:

- **Current:** The official Twitter account for the City of Indian Wells, California. Follow us for the latest City news, event information and other updates.
- **Proposed:** The official community news and information account for the City of Indian Wells, California. Enjoy an exceptional lifestyle in an exceptional city.

Instagram:

The Instagram page should increase its use of Reels. Seeing that the page currently shares photo content from travel influencers, it would be beneficial to include influencer video content.

Linkedin:

The LinkedIn platform caters to an audience that is focused on career development and workplace matters. With that said, the Indian Wells page’s current strategy of serving as a tourism-focused forum may not be the optimal approach. Much of the content published now focuses on using the resort campus as a host for your work meetings and conferences. This should be leaned further into by changing the page bio to discuss the meeting and conference aspect of the City more clearly:

- **Current:** Welcome to Indian Wells, California, your desert oasis and the ultimate haven for endless relaxation. #MeetIndianWells

- **Proposed:** In Indian Wells, California, you can enhance your meetings and conferences by transporting your peers to a desert oasis. #MeetIndianWells #IndianWells

In addition to being more tourism and economic development-focused, Tripepi Smith has seen cities use their LinkedIn presence to showcase career growth, team experiences and to highlight job openings. LinkedIn is a hotbed for recruiting activity, and we advise the City will get more yield for the City's benefit of this becoming staffing and economic development focused over tourism.

YouTube:

The YouTube channel can be improved with updates to its highlight video and bio. The highlight video is currently set on the 2023 State of the City Public Works Highlight. This highlight video should be set to something more general that promotes the City. In that case, the City may need to produce a commercial. The current bio focuses on the resort campus when it would be more in line to highlight the community:

- **Current:** Offering the finest Indian Wells hotels with luxurious accommodations and plush amenities, Indian Wells Resorts are made up of Hyatt Regency Indian Wells Resort & Spa, Indian Wells Resort Hotel, Miramonte Resort & Spa and Renaissance Esmeralda Resort & Spa. Our hotels near Palm Springs feature scenic views and state-of-the-art facilities including meeting and banquet space, championship golf courses, tennis courts, sparkling pools, spas and much more.
- **Proposed:** The City of Indian Wells is recognized worldwide for its tranquil and luxurious resort environment. Astute planning and city leadership have helped Indian Wells achieve status as one of the premier residential resorts and vacation destinations in the United States. Guests and residents alike are continually drawn to the many amenities that Indian Wells offers including four world-class resorts, Indian Wells Golf Resort and Indian Wells Tennis Garden, impressive resident benefits and much more.

Nextdoor:

As an exclusively resident-based platform, it is recommended that the City be more selective of what content is posted. With Nextdoor followers (with notification settings turned on) receiving email notifications after every post, it's important that the City doesn't create communication fatigue.

Email Communications

Email communication has increased immensely since the 2018 Communications Assessment. The use of email addresses from Resident Benefit Card holders allows the City to have access to direct contact with a high percentage of residents without facing the challenges of algorithms present across social media platforms. The City's access to emails of residents is the highest that Tripepi Smith has encountered in the 100+ cities we work with. The City should continue to build out its email lists and maintain creation of engaging content that provides relevant information through direct email communications.

2018 Recommendations	Complete	In Progress	Not Started
Implement an email platform like Constant Contact or GovDelivery instead of using Civica for email communications.	X		

Experiment sending email blasts at various times of the day to determine during which times emails receive higher open and click-through rates.	X		
On a monthly basis, review open rates, unsubscribe rates, and similar key metrics to determine if information in email blasts is effectively reaching subscribers. Also, orient content to give people a choice to read more and then review what content is popular with the resident audience.	X		
Establish a set frequency for email blasts and determine what type of content warrants being distributed through email communications.	X		
Ensure all traffic is driven back to content on the City's website for city governance-oriented content.	X		

2024 Email Communication Recommendations

Increase City Committee Meetings and Agenda Notifications list and drive its click rate upward by including a QR code to sign up at the door during City Council meetings and adding sign-up forms to the City Clerk's webpage and all of the meeting webpages.

To help increase the overall click rate, ensure there is a clickable aspect in all emails. If the message itself does not have a link, the only opportunity to collect clicks are the social media buttons in the footer. A button can be added to the bottom of all emails that simply takes readers to the City website.

LinkedIn offers pages to leverage newsletters.³² These are posted to the company's page and followers are notified of each published newsletter. While it wouldn't be able to accommodate the large amount of information in the Indian Wells newsletter, the City Manager's Corner can at least be published and shared to a larger audience.

Review all City DNS settings to ensure email delivery by Constant Contact and from City-controlled platforms are not getting blocked by security setting and SPAM filter tools.

Tourism Marketing Approach

The City has implemented a robust tourism marketing approach in partnership with the VGPS. The brand is something the City should continue to review and analyze over time.

2018 Recommendation	Complete	In Progress	Not Started
Require some documentation and reporting on marketing efforts with a monthly summary of	X		

³² <https://www.linkedin.com/help/linkedin/answer/a522525>

spending and related results metrics (impressions, click-throughs, conversions, new emails, leads, bookings or any other imaginable metrics).			
Review the strategy for driving traffic to the Vue Grille and Bar (both digital presence and other marketing) and consider what that can do for overall City finances if more people ate at the Vue.	X		
Revisit and affirm or update the brand for Indian Wells. How has it evolved? Has it evolved? Are you seeking the right audience? How are you reaching younger folks? How might different audiences respond to hot weather visit opportunities? How does night programming relate to the brand? How do current ads and video align with the brand that the City wants?		X	

Develop a Communications Calendar

The City has accomplished all of the recommended action items in relation to communications calendar items from the 2018 assessment.

2018 Recommendation	Complete	In Progress	Not Started
Develop a communications calendar that identifies key City news throughout the year. Include all departments in communications calendar development to ensure all significant communications opportunities are identified.	X		
For each communications opportunity, determine when the information will be disseminated and on which platforms.	X		
Distinguish between communications opportunities that target internal (residents) versus external (tourism) audiences.	X		
On a monthly basis, review the communications calendar with all departments and add communications opportunities as necessary.	X		

Strategy & Policy

Managing communications efforts is easier when an organization has established, up-to-date policies to guide its efforts. Established policies also provide potential legal protections. Indian Wells should update and establish certain key policies for communications.

2024 Strategy & Policy Recommendations
Consider drafting a communications strategy that defines the City's communications goals, audiences, channels and management.
Review the current style guide to ensure all collateral is branded in line with the guide; consider which elements may be in need of a rebrand. Ensure staff and contractors working on behalf of the City have access to the document and are familiar with guidelines.

GenAI

As with other new communications tools that popped up in the past, it's better for organizations to proactively research and understand the tool and make an intentional decision about how or when to use the new (or make an intentional decision **not** to use the tool). The same goes for GenAI and good way to approach it is to think back to the City's adoption of social media. In our experience, very few public agencies had the foresight to establish a Social Media Strategy and/or an internal Social Media Policy prior to fully delving into the world of social media platforms such as Facebook and Twitter/X. Rather, many agencies suffered through months or years of the "wild West," only creating a Strategy and Policy to rein in the chaos of different processes and practices. Today, we can take lessons learned from other tool adoption, like social media, and apply it to GenAI.

2024 GenAI Recommendations
Apply Digital Governance to GenAI by developing a GenAI Strategy. The strategy will define the City's vision for GenAI use in the communications department and set quantitative and qualitative goals related to GenAI.
Apply Digital Governance to GenAI by developing a GenAI Policy. The policy will define rules that staff must follow when using GenAI and implementing GenAI tools that can be used.
Apply Digital Governance to GenAI by developing GenAI Standards. The standards will set guidelines for staff to follow to determine when the GenAI content they produce is deemed acceptable as a City communication.
Roll Out the Strategy, Policy and Standards through an internal communications campaign to ensure all staff who use may use GenAI in communications materials are aware of the guidelines the City has set.
Maintain ongoing enforcement of the Strategy, Policy and Standards.
Staff should sign up for the Government AI Coalition led by the City of San Jose to collaborate and learn from other cities' experiences with AI adoption and governance.
The City should purchase a few licenses for Microsoft Copilot to experiment with its AI functionalities and evaluate its potential to enhance staff productivity by leveraging existing data securely.
Explore options with Granicus or consider premium accounts with OpenAI or Anthropic to integrate AI-powered natural language search functionality that focuses on city-approved content, improving user engagement and information accessibility.
Implement AI tools like Hamlet to index and summarize council meetings, staff reports and other historical data, making it easier to retrieve and use institutional knowledge efficiently.

IW-TV

Managing a city's public access channel involves various steps, including content creation, programming, outreach and technical maintenance. The role of public access television in the era of the Internet and YouTube is in flux. The association group that represented PEG channel operators in Southern California (SCAN-NATOA) recently announced it is winding down and merging with California Association of Public Information Officers (CAPIO). This is further evidence that the PEG channel world is changing. A stronger and speedier shift to YouTube and other stream platforms is needs to evolve IW-TV.

Create a comprehensive strategy for the City's public access channel management including:

2024 IW-TV Recommendations

Programming Guidelines (in progress):

- Develop clear programming guidelines and policies that align with the community's needs and interests.
- Create a diverse schedule that includes news, educational content, cultural programs and community events.

Content Production:

- Collaborate with outside partners and/or contractors to contribute and submit content to the channel. If unable to staff in house, contract with a provider to manage the content remotely.
- Consider more guerilla production tactics such as recorded Zoom podcasts and town halls to provide informative and timely video content for residents with an affordable price point.

Community Engagement:

- Use social media, newsletters, emails and other channels to promote the public access channel and showcase the programming. Encourage feedback and suggestions from the community.

Technical Infrastructure:

- Ensure the public access channel has reliable and up-to-date technical infrastructure.
- Regularly maintain and upgrade equipment to meet industry standards.
- Establish redundancy measures to minimize downtime.
- Establish a way for the channel to be managed remotely by a contractor, which can be used on an as needed or emergency basis.
- Deploy a scheduler that can also stream to several channels like YouTube, Facebook and Rumble.
- Evaluate a PEG channel mobile app that provides general channel branding and access on the go.

Compliance and Policies:

- Stay informed about relevant laws and regulations regarding public access channels.
- Develop and enforce policies to ensure content adheres to legal and ethical standards.
- Review if CAPIO offers special programming for PEG channel matters.

Metrics and Evaluation:

- Establish key performance indicators (KPIs) to measure the success and impact of the public access channel.
- Regularly evaluate programming effectiveness, community engagement and technical performance on streaming and Internet channels.

Distribution:

- Multi-platform content streaming will ensure the most robust viewership of IW-TV and City-produced content. IW-TV content should stream continuously to the City's YouTube channel, ensuring those without cable can view the channel.
- IW-TV content should stream to the City's website and be available via mobile.
- Once IW-TV is streaming via website and YouTube, consider registering it with streaming platforms such as Roku, Amazon Fire TV and Apple TV.

Emergency and Crisis Communication:

- Establish protocols for emergency communication, ensuring the public access channel can quickly disseminate crucial information during crises.

Documentation and Training:

- (In progress) Maintain comprehensive documentation for all operational processes, technical procedures, and content creation guidelines.
- (In progress) Conduct regular training sessions for staff and/or outside contractors to ensure a backup for the channel and keep others updated on best practices.

IW-TV YouTube Strategy

The City’s YouTube channel should be used as part of the IW-TV distribution strategy. This will enable those without cable TV to access content on the City’s PEG channel. Leveraging YouTube can significantly enhance the reach and impact of City content. Tripepi Smith recommends the following strategies for effectively utilizing YouTube.

2024 IW-TV YouTube Strategy Recommendations
<p><u>Utilize the City’s Current Dedicated Channel:</u></p> <ul style="list-style-type: none">• Stream the public access channel to the City’s established YouTube channel.• Use a clear and descriptive name and include relevant keywords in the video description.
<p><u>Upload High-Quality Content:</u></p> <ul style="list-style-type: none">• Diversify the PEG channel content to engage viewers.• Ensure video meets the standards in set guidelines that dictate high-resolution video, clear audio and engaging visuals to capture viewers' attention.• Consider a “Flying over Indian Wells” video that simply has great aerial imagery across the City and highlights key city and community features and assets aligned with some classic music. Consider this example: https://www.youtube.com/watch?v=VJLaSy0hIVI
<p><u>Engage with the Community:</u></p> <ul style="list-style-type: none">• Encourage viewers to like, comment, share, and subscribe.• Respond to comments and foster a sense of community engagement.
<p><u>Cross-Promote Across Platforms:</u></p> <ul style="list-style-type: none">• Embed PEG livestream on the City’s official website to increase visibility.• Ensure PEG livestream is available via mobile devices.
<p><u>Analytics and Insights:</u></p> <ul style="list-style-type: none">• Regularly analyze YouTube analytics to understand viewer demographics, engagement metrics and popular content.• Use insights to refine content strategy and improve audience engagement.
<p><u>Promote Local Events and Initiatives:</u></p> <ul style="list-style-type: none">• Use IW-TV/YouTube to promote upcoming local events, initiatives and community projects.
<p><u>Accessibility Features:</u></p> <ul style="list-style-type: none">• For recurring content, post separately (outside of the livestream) to YouTube to utilize the platform’s closed captioning and subtitles features to enhance accessibility for a broader audience.

By incorporating these strategies, IW-TV can extend its reach, engage a wider audience and enhance community involvement through the use of YouTube as a complementary platform.

Collaboration Strategy Between City, IWGR and VGPS

The communications strategy between the three entities should be aligned but tailored to reflect the audiences of each entity, which can also overlap to some degree. Through this continued productive partnership, the entities can continue to effectively communicate with residents, tourists and potential visitors, fostering a sense of community pride, promoting the IWGR amenities and boosting tourism overall.

2024 Collaboration Recommendations
Ensure City, IWGR and tourism websites are optimized for user-friendly navigation, ensuring that residents and potential visitors can easily access relevant information.
Link out to the other relevant sites, as needed, to promote resources, services and amenities.
Continue to collaborate on signature events (ex: Winterfest) that showcase the City's amenities and the IWGR's recreational offerings.
Collect feedback from residents, tourists and VGPS to continuously refine and improve messaging.
When social media influencers are engaged or creative assets are being generated for the City through VGPS initiatives, determine if there are opportunities to highlight resident features for simple add-on effort that the City can repurpose for its video assets and resident features.
Identify key assets from VGPS that might celebrate the benefits of Indian Wells and could be used on resident platforms to remind them of the unique features and overall benefit of being a member of the Indian Wells community. <ul style="list-style-type: none"> • Acquire and house assets that are created by the IWGR or VGPS for future City use. For example, if a video or photo shoot takes place under the direction of Troon or VGPS, the City should be given access to those photos and house it locally for future use, as needed. This will help build out the stock video and photo library and create efficiency and cohesion between the groups. • Consider if there should be a greater distinction between the City of Indian Wells and the destination of Indian Wells by creating a standalone tourism logo that can be used by VGPS in their creative assets. The logo could use elements from the City logo (ex: the arrowhead) but differentiate between the City itself and the vacation destination of Indian Wells. • Consider iconic projects and assets or visuals that the City can implement or construct which will further distinguish the City from the Coachella Valley cities or be iconic to the broader world stage. Examples include Eiffel Tower, Empire State Building, Christ the Redeemer in Rio de Janeiro, Brazil.

Paid Partnerships

2024 Paid Partnership Recommendations
Continue to review and monitor sponsorship reports and available metrics to determine added value for the City and residents.

Review resident metrics, such as how many residents are taking advantage of pre-sale ticket offers and/or City-sponsored events at the facility.

Monitor attendance numbers and ticket sales for events held at the arena as the venue becomes more well-known. Higher attendance will indicate greater engagement and potential for increased revenue from ticket sales, concessions and merchandise.

Request or include in the partnership agreement demographic ticket sales data that indicate where attendees are coming from for their visits to the arena.

Appendix A – Acrisure Arena Sponsorship Report



City of Indian Wells Acrisure Arena

Acrisure Arena Assets	Value/Received:
1. 156 Ad Plays Per Day Holding for 6 Seconds Each Total of 15 Minutes of Ad Play per Day on 3 billboards	\$66,750
2. 56,940 Ad Plays Annually Holding for 6 Seconds Each Total of 99 Hours of Ad Play per Year	\$34,550
3. Hours of Operation per Sign Program for Freeway Area Digital: 5a – 1a (20 hours per day) Special Event: 5a – 2 Hours After Event End if Later Than 1a	\$123,000/\$311,802(total from all above)
4. Arena LED & TV Display Exposure (Interior & Exterior): The City of Indian Wells share of voice on integrated <u>interior</u> digital signage to be equal to all other Arena Partners	\$33,100/\$16,000
5. The City of Indian Wells share of voice on integrated <u>exterior</u> digital signage to be equal to all other Arena Partners	\$19,650/\$19,650
6. Minimum of one (1) minute of LED ring exposure within the seating bowl for all non-sporting events (approx. 60-70 events annually)	\$32,850/\$32,850
7. Facility (Club Space/Main Floor) Usage Usage of Acrisure Arena Club spaces three (3) days per year, dates based on availability. Hard costs to be responsibility of the City of Indian Wells (Security, F&B, etc.)	\$32,000/\$32,000
8. Acrisure Arena Website Integration ROS banner ads equal to or greater than other Arena Partners on Arena website	\$9,000/\$9,000
9. Resident Benefits for Residents of Indian Wells Minimum 1 event per quarter “Pre-Sale” ticket opportunities (events TBD)	\$10,000/\$10,000
10. Outdoor branded stage (number of events TBD)	\$10,000/\$26,297
 Coachella Valley Firebirds Assets	
1. LED Rotational Dasher Board 3 minutes per game for Coachella Valley Firebirds	\$17,500/\$17,500
2. Minimum of one (1) minute of LED ring within the seating bowl for all <u>AHL Coachella Valley Hockey</u> events (approx. 35 events annually) Includes potential NHL exhibitions to be played at Acrisure Arena	\$24,500/\$14,500(was down first half)
3. “Three Stars” of the game partner (Arena/Digital)	\$15,000/\$15,000
4. Firebirds Website ROS banner ads equal to or greater than other Arena Partners on AHL website	\$6,000/\$6,000
5. One (1) game entitlement.” Tonight’s game brought to you by the City of Indian Wells.”	\$7,500/\$7,500
6. Game entitlement for Firebirds game at Climate Pledge Arena in Seattle Includes all promotion for game as well as associated media.	\$18,000/\$9,000
 City of Indian Wells Game Night	
1. Tickets to 5 games, 1 game promoted as Indian Wells Night 200 for Indian Wells Night and 100 for (4) other games Ability to purchase additional seats at 50% off.	\$33,000/\$33,000



Coachella Valley Firebirds Training Facility

- 1. Inclusion in the Desert 9 \$11,700 /did not happen
 - Curation and creation of all artworks
 - Installation and insurance requirements (provided by Flat Black Art Supply)
 - Artist recognition plaques and large format signage highlighting the collection and each desert city.
 - 1,000 oversized postcards representing each mural.
 - Invitations for up to 12 guests to attend #TheDesertNine Reveal party.
 - Website highlight, minimum one post and story via social channels @AcrisureArena, and feature in Arena e-newsletter
 - Inclusion in Arena opening PR campaign, distributed nationally.

Seattle Kraken: Here’s what this four-game sponsorship entails (In Seattle) 1st year only:

- 1. The four games will be known as the Seattle Series Presented by the City of Indian Wells \$30,000/\$30,000
- 2. We will need to incorporate the city’s logo into our Game Day graphics 4 games \$12,400/\$12,400
- 3. We will need the city’s logo displayed on the digital dasher board for the Climate Pledge Arena 10/23. \$7,500/\$7,500
- 4. We will have a :05 video pre-roll before our video highlights packages for 4 games as a “logo bug” in the lower corner of the screen during the video highlights. \$12,000/\$12,000
- 5. We should do some live radio reads (:05 to :10) 3-4 times a game for the radio broadcasts for these four games. \$4,000/N/A

Broadcast (added value)

Broadcast was not part of the original negotiation as Acrisure did not have that partner secured but our value is estimated at: \$876,102/\$140,176 (IW Value)

Total Value per year \$570,000/\$762,175

Acrisure over delivery was in “Pre-Sale” opportunities, broadcast, LED ring, Marquee freeway, and significant added value due to broadcast. Important to note that tickets pricing did go up during the first season and our tickets have a higher value, especially in the second year of sponsorship.

Appendix B – VGPS Monthly Report



City of Indian Wells

Monthly Report for October of 2023

Summary of tourism marketing activities by Visit Greater Palm Springs on behalf of the City of Indian Wells.

INDIAN WELLS TOURISM UPDATE

Summary

October Digital Overview

Leisure: Programmatic/Video, Locale

Meetings: Programmatic/Video, Meetings Today, Northstar, Nativo

Social: Facebook, Instagram, LinkedIn

Winterfest: Programmatic, Nativo, Social

In October, our messaging remained on Fall activities, tennis, golfing, spas and weddings as well as promoting upcoming events in Indian Wells.

For meetings, the new creative that we added the previous month to our programmatic display strategy has had a tremendous performance and is delivering at CTR of 0.244%.

In October, we served 408K impressions on Programmatic Banners and Videos. Facebook currently has 22,768 followers and we have hit all of our social media goals for the 2023 year.

Winterfest creatives also went live in October. For the month, Winterfest has earned 137,112 impressions and 2,013 clicks to the event page from native display, programmatic display, and social media ads.

INDIAN WELLS TOURISM UPDATE

Summary

Winterfest Media - Social Media (continued)



INDIAN WELLS TOURISM UPDATE

During the month of September, I attended the following meetings:

- 02OCT – VGPS Marketing Team stand up meeting
- VGPS Sales Dept. stand up meeting
- VGPS monthly all-staff meeting.
- 03OCT – Meeting with JNS re IW marketing projects
- 04OCT – VGPS Leadership team meeting
- Rescheduled DOSM meeting at Renaissance Esmeralda
- 06OCT - Meeting with Colleen Pace
- VGPS Sales & Marketing meeting
- 09OCT - Marketing stand up meeting
- Sales stand up meeting
- Status meeting with Micaela Wilkey, CIW
- 10OCT – Meeting with JNS re. IW marketing
- 12OCT - Weekly meeting with Colleen Pace
- 16OCT - Marketing stand up meeting
- Sales stand up meeting
- 20OCT - OW Tennis Garden with Micaela
- Weekly meeting with Colleen Pace
- 23OCT - Marketing stand up meeting
- Sales stand up meeting
- 24OCT - Meeting with JNS re. IW marketing
- 26OCT – Opening party at Tommy Bahama Miramonte
- 27OCT – Weekly meeting with Colleen Pace
- 30-31OCT – Off

INDIAN WELLS TOURISM UPDATE

Summary

Key Performance Metrics October, STR

City of Indian Wells and La Quinta, CA

	Occupancy	ADR	RevPAR
OCT 2023	59.1%	\$300.52	\$177.46
OCT 2022	58.4%	\$246.89	\$144.08
% Change vs. 2022	▲1.2%	▲21.7%	▲23.2%

ADR = Average Daily Rate

RevPAR = Revenue per Available Room

Group Leads / Group Bookings

Leads Sent to Indian Wells



845
Leads



518.8K
Room Nights

Meetings Booked for Indian Wells



67
Bookings



33.5K
Booked Room Nights



\$28.5M
Economic Impact

INDIAN WELLS TOURISM UPDATE

Banners/Video Highlights



Campaign Insights

Behavioral Tactic: Our primary focus is reaching individuals with an interest in Travel. Our top DMA's for September were Los Angeles and San Francisco.

Contextual Tactic: We target our ads on content articles containing relevant keywords such as Travel, Indian Wells, Family Travel, Hotels, and Resorts. Our top DMA's for September were Los Angeles and San Francisco. Our top contextual segments were Travel and Tennis.

PMP (Private Marketplace) Tactic: We run across Conde Nast's inventory targeting Food & Travel interest sites. Our top domains for this month were travelerdreams.com, worldtravelling.com, and pastfactory.com.

Whitelist Tactic: Our whitelist tactic is a curated list with selected domains that include travel domains. Our top domains for this month were travelerdreams.com, worldtravelling.com, and travelerdoor.com.

Programmatic Benchmark ranges from .05%-.08%.

INDIAN WELLS TOURISM UPDATE

Banners/Video Highlights - Additional Tactics

The additional leisure tactics, Weddings, Golfing, and Tennis have been building up impressions in October and have had an impressive click-through rate for the month! The Tennis Tactic in particular has served 70,000 impressions and has a click-through rate well above benchmark at 2.45%.

Campaign Insights

Tennis: Targeting Fly + Drive Markets using contextual tactics to reach an audience with an interest of Sports, Tennis, Sports Websites, and Track & Field. This tactic continued to perform at a click-through rate of 0.245% for October.

Golfing: Targeting Fly + Drive Markets using contextual tactics to reach an audience with an interest of Sports/Outdoor, Golf, Sports Top Stories, Men's Health, Travel, NBC Golf, Fitness and Exercise and Outdoor Recreation. In addition to our banner ads, we have also been utilizing native display which leads to the article [Indian Wells - The Perfect Greater Palm Springs Golf Destination](#).

Wedding Targeting Fly + Drive using a domain whitelist to target wedding and bride-specific websites. Our top domains for the month were [bridewired.com](#), [brideliving.com](#), [weddingforward.com](#). In addition to our banner ads, we are also utilizing a native display which leads to the article [Say "I Do" in Indian Wells](#).

Programmatic Benchmark ranges from .05%-.08%.

Tactic	Impressions	Clicks	CTR
Tennis	70,737	173	0.245%
Golf	51,241	75	0.146%
Weddings	22,404	26	0.116%

INDIAN WELLS TOURISM UPDATE

Creatives

Golf Banner



Wedding Banner



Golf Native Display



City of Indian Wells 

Swing into Paradise

If you're seeking a world class golf experience to pair with your ultimate getaway, look no further than Indian Wells.

Wedding Native Display



City of Indian Wells 

Say "I Do!" in Indian Wells

Looking for the perfect venue for one of the most important and romantic days of your life?

Tennis Banner

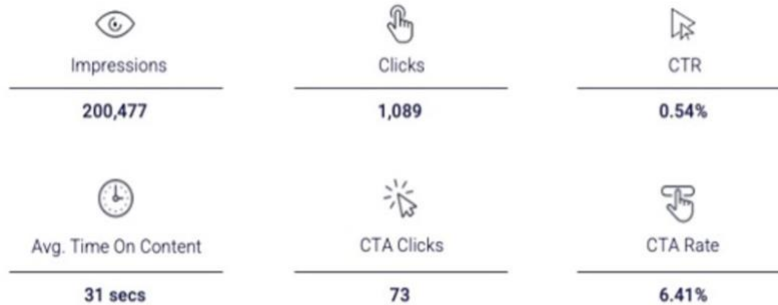


Tennis Banner



INDIAN WELLS TOURISM UPDATE

Nativo – 8 things to do in Indian Wells this Fall



In October we launched our article, “8 Things to Do in Indian Wells this Fall,” targeting cities including Chicago, Dallas, San Diego, San Francisco, Santa Barbara, and Los Angeles.

The most noteworthy highlights of the month were the top-performing headlines: “Autumn Delights in Indian Wells: Your Ultimate Guide to Fantastic Activities: 8 Must-Do Activities for your Fall itinerary.”

A remarkable achievement was our Call to Action (CTA) rate, which performed at an impressive **6.41%**, nearly three times the industry benchmark. This statistic demonstrates a high level of user engagement and a strong interest in learning more about the content we provided.

Top Performing Variation

Sponsored Content



From Hiking to Dining: 8 Perfect Fall Activities in Indian Wells

Experience the exquisite charm of...

BY INDIAN WELLS

Top Performing Content Landing Page

Autumn Delights in Indian Wells: Your Ultimate Guide to 8 Fantastic Activities

BY INDIAN WELLS







As the summer heat fades, temperatures begin to dip, making fall one of the best seasons to visit [Indian Wells in Greater Palm Springs](#). With ideal weather, luxurious accommodations, and a wide array of outdoor experiences, this Southern California destination comes alive and truly offers something for every type of traveler. Here are some of the top things to do in idyllic Indian Wells for inspiration to start planning your autumn getaway.

Work On Your Golf Game at the Indian Wells Golf Resort



INDIAN WELLS TOURISM UPDATE

Meeting Overview

Basis - Meetings Creatives

Meetings Tactics

Delivery source	Delivered impressions	Delivered clicks	CTR	Delivered video completions
Contextual	43,352	50	0.12%	18,450
CTV	2,877	0	0.00%	2,731
PMP	1,130	1	0.09%	182
<u>Spaceback</u>	21,324	52	0.24%	0
Behavioral	11,312	11	0.10%	0
Retargeting	41	0	0.00%	0
Summary	80,036	114	0.14%	21,363



10/01/2023 - 10/31/2023

Insights

Meeting programmatic display banner CTR has increased from 0.09% to 0.145% for October! In Spaceback continues to be our highest performing tactic on the meetings display campaign which pulls in creative from LinkedIn organic social posts. The top domain for this tactic was on [nytimes.com](https://www.nytimes.com) and has performed at a CTR of 0.242%.

Video And Banners

1. Contextual Tactics: We target our ads on content articles containing relevant keywords such as Business Travel, Business Expos & Conferences, Business to Business, and Events.
2. CTV Tactics (Connected TV): Targeting specific CTV deals such as Business Travelers, Business Decision Makers, B2B Small Business and Avid News Readers.
3. PMP (Private Marketplace) Tactic: We run across Conde Nast Traveler, Wired and GQ, The New Yorker, targeting Business Professionals, Business Travelers, C-Suite audiences.

The programmatic Benchmark ranges from .03%-.05% and the video completion rate is 50%

Page
10

INDIAN WELLS TOURISM UPDATE

Top Performing Spaceback Banner

Indian Wells
412 followers

Take your next annual meeting to new heights at Hyatt Regency Indian Wells Resort & Spa. With versatile indoor and outdoor spaces, you and your...

10

[Book Your Next Event](#)



INDIAN WELLS TOURISM UPDATE

Nativo - 6 Reasons to Meet in Indian Wells



Impressions

98,098



Clicks

368



CTR

0.38%



Avg. Time On Content

58 secs



CTA Clicks

16



CTA Rate

3.94%

INDIAN WELLS TOURISM UPDATE

Basis - Meetings Creatives

Meetings Tactics				
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INDIAN WELLS TOURISM UPDATE


Basis - Meetings Creatives, Continued



Top Performing Spaceback Banner



Indian Wells
412 followers

Take your next annual meeting to new heights at Hyatt Regency Indian Wells Resort & Spa. With versatile indoor and outdoor spaces, you and your...



10   [Book Your Next Event](#)



INDIAN WELLS TOURISM UPDATE

Nativo - 6 Reasons to Meet in Indian Wells



Insights

"6 Reasons to Meet in Indian Wells" campaign successfully concluded in October with notable achievements. The CTA rate continued its upward trajectory, reaching a commendable 3.94% by the end of the campaign. Furthermore, the time spent on the content doubled compared to the previous month, with users dedicating an average of 58 seconds. The top performing headline for October was "Let's Go! 6 Reasons to Meet in Indian Wells."

Engagement was particularly strong, with an impressive engagement rate of 73.08%, indicating a high level of interaction and interest from the audience. Additionally, the video completion rate reached a substantial 71.43%, underscoring the effectiveness of the campaign's multimedia elements in terms of specific city performance:

Los Angeles: 19,626 impressions & - CTR 0.27%

Seattle: 12,840 impressions & CTR - 0.59%

San Francisco: received 11,062 impressions with a CTR of 0.38%

San Diego: 3,786 impressions & CTR - 0.61%

Benchmarks Native Article: 30s

The average time users spent consuming the brand content across all visits to the content landing page

CTA Rate: 2.30%-2.70%



Clicks on a call-to-action (any link on the content landing page to the brand site) / page view.

INDIAN WELLS TOURISM UPDATE

Meetings Today


Meetings Today Results

Partner	Tactic	Impressions	Clicks	CTR
Meetings Today	Banners Ads	50,654	164	0.32%
Meetings Today	Eblast	977	87	8.90%

Located in the heart of Greater Palm Springs tucked against the base of the awe-inspiring Santa Rosa Mountains lies your next meeting oasis—the city of Indian Wells. From an impressive collection of resorts and unique venues to a diverse selection of off-site activities including world-class golf spas and tennis, there are endless reasons why a trip to this beautiful destination is bound to be unforgettable. If you're looking for a great place to host your next business meeting conference or special event, look no further than Indian Wells – Beauty Unmatched.

[Learn More](#)




An oasis of world-class
resorts, dining & spas.

Meet in Indian Wells



INDIAN WELLS TOURISM UPDATE



Organic Social - LinkedIn

Impressions 1,688 +16% (1,461)	Engagement 340 +113% (160)
Engagement Rate 20.01% +25.85% (15.9%)	Clicks 276 +214% (88)
Followers 424 +2% (415)	New Followers 13 0% (13)

Top 3 Posts

<div style="border: 1px solid #ccc; padding: 5px;"> <p>Total Engagements 153</p> <p>Reactions 15</p> <p>Comments 0</p> <p>Shares 1</p> <p>Post Clicks (All) 137</p> </div>	<div style="border: 1px solid #ccc; padding: 5px;"> <p>Total Engagements 124</p> <p>Reactions 28</p> <p>Comments 0</p> <p>Shares 2</p> <p>Post Clicks (All) 94</p> </div>	<div style="border: 1px solid #ccc; padding: 5px;"> <p>Total Engagements 34</p> <p>Reactions 12</p> <p>Comments 0</p> <p>Shares 0</p> <p>Post Clicks (All) 22</p> </div>
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INDIAN WELLS TOURISM UPDATE

LinkedIn

Insights

We saw great results for October's Paid Campaign on LinkedIn. By using a static graphic rather than video as we did for September, we saw a dramatic increase for all metrics with a decrease in Cost Per Click.

With video campaigns, reports have shown that most viewers drop off after the 3-second mark, which is not uncommon across all platforms. This is why we decided to utilize a static graphic for October and will continue to push moving forward to maximize our results.



Traffic Campaign



Indian Wells
426 followers
Promoted

In the City of Indian Wells, business is anything but usual. Meet in the heart of Greater Palm Springs today.



Meet in Indian Wells, CA
visitgreaterpalm Springs.com

[Learn more](#)

INDIAN WELLS TOURISM UPDATE

Social Highlights



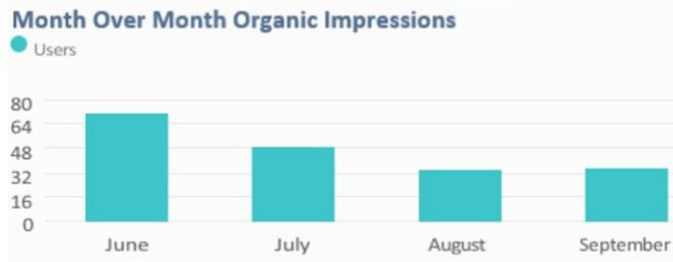
Organic Social - Facebook

Insights Overview

In October, we saw great organic growth for Impressions, Followers, Link Clicks, Video Views and Comments.

While we did see a slight decrease in some areas of Engagement, it is worth noting that in September, we saw an incredible spike in Engagement of +100 - +300% when comparing this month to last.

Another factor to consider is that we did have to delete a Golf UGC post in October due to the person requesting it to be removed. This results in having metrics for this post being removed as well.



INDIAN WELLS TOURISM UPDATE


Facebook Organic - Continued

Top 3 Posts

Indian Wells, California

Sun 10/1/2023 10:34 am PDT

"Babe, should we call off tomorrow and just stay here?" 🥰 Book your stay now
<https://bit.ly/46lnyoB> 📸 : Styled...




Total Engagements	360
Reactions	23
Comments	1
Shares	0
Post Link Clicks	2
Other Post Clicks	334

...

Indian Wells, California

Tue 10/17/2023 10:05 am PDT

🍷🌟 Sip, savor, and celebrate with your bestie at the Agave Sunset - the perfect spot to enjoy yummy drinks while...




Total Engagements	336
Reactions	19
Comments	0
Shares	0
Post Link Clicks	—
Other Post Clicks	317

...

Indian Wells, California

Mon 10/30/2023 1:09 pm PDT

Fine dining with a view! 🌆 Overlooking the BNP Paribas Open stadium, enjoy delectable, hand-crafted sushi at Nobu...



Total Engagements	284
Reactions	28
Comments	0
Shares	1
Post Link Clicks	2
Other Post Clicks	253

...

INDIAN WELLS TOURISM UPDATE

Facebook Organic - Continued

Total Impressions		
	24,060	11.8%
Renaissance Esmeralda	5,188	16.9%
Pool	5,021	53.5%
Sands Hotel and Spa	3,929	1.7%
golf	3,528	12%
Hyatt Regency Indian Wells	3,384	35.4%
Nobu	3,172	34.2%
BNP Paribas Open	2,314	23.5%
Indian Wells Tennis Garden	2,314	2.1%
Agave Sunset	1,798	—
Pink Cabana	1,195	21.8%

Impressions by Pillar

Total Engagements		
	2,538	23.7%
Renaissance Esmeralda	637	33.6%
Pool	606	56.6%
Sands Hotel and Spa	522	17.3%
Hyatt Regency Indian Wells	450	12.6%
Nobu	414	18.7%
Agave Sunset	336	—
BNP Paribas Open	301	72%
Indian Wells Tennis Garden	301	40.9%
golf	218	46.6%
CAVA	118	—

Engagements by Pillar

INDIAN WELLS TOURISM UPDATE

Organic Social Instagram

Top Insights

For October, we saw growth in Engagement Rate, Followers Gained, Comments, and Shares.

We did see a dip in Impressions and Engagement with Likes being the decreased factor that pulled down Engagement this month. With the same outlier posts in September (Nobu & BNP) having higher than average likes, this affected the overall average when comparing October.







Additionally, Instagram's algorithm for Reels changed during October, which now prioritizes average watch time. With this change, we did see a general dip in Video Reel Views (also falling under Impressions), so moving forward, we will adjust our Reel planning to this KPI shift.



INDIAN WELLS TOURISM UPDATE

Instagram Organic



Post 1	Post 2	Post 3
<p> cityofindianwells Wed 10/18/2023 12:01 pm PDT</p> <p>Ready to add some glow to your golf game? 🌟🌟 Experience Shots in the Night at @experienceiwgr! 🌟 With illuminating laser...</p> 	<p> cityofindianwells Tue 10/3/2023 10:00 am PDT</p> <p>Everyone can debate on pineapple or hot vs. cold, but our opinion that pizza is best in Tennis Paradise is undebatable! 🍕👍👍👍 Fe...</p> 	<p> cityofindianwells Fri 10/6/2023 2:31 pm PDT</p> <p>Coachella Valley, are you ready?! 🔥 The season is almost back, and we're #FiredUp for the return of the @firebirds! 🤗 See you ...</p> 
<p>Total Engagements 100</p> <hr/> <p>Likes 86</p> <hr/> <p>Comments 8</p> <hr/> <p>Saves 6</p>	<p>Total Engagements 70</p> <hr/> <p>Likes 63</p> <hr/> <p>Comments 6</p> <hr/> <p>Saves 1</p>	<p>Total Engagements 66</p> <hr/> <p>Likes 53</p> <hr/> <p>Comments 3</p> <hr/> <p>Shares 7</p> <hr/> <p>Saves 3</p>

INDIAN WELLS TOURISM UPDATE

Instagram Organic



Impressions by Pillar

Total Impressions	18,925	22%
golf	3,535	21.9%
Renaissance Esmeralda	2,376	40.7%
Pool	2,355	66.2%
Sands Hotel and Spa	2,272	31.4%
Hyatt Regency Indian Wells	2,106	33.6%
Nobu	2,088	26.7%
BNP Paribas Open	2,054	25.8%
Indian Wells Tennis Garden	2,054	27.9%
Firebirds	1,453	—
Agave Sunset	973	—

Engagements by Pillar

Total Engagements	963	22.8%
golf	170	40.5%
BNP Paribas Open	127	24.4%
Indian Wells Tennis Garden	127	14.4%
Nobu	116	4.5%
Sands Hotel and Spa	114	33.7%
Renaissance Esmeralda	107	31.4%
Pool	98	66%
Firebirds	91	—
Hyatt Regency Indian Wells	79	42.3%
Shopping	54	—

INDIAN WELLS TOURISM UPDATE

Paid Instagram/Facebook

Aside from the Winterfest campaign, all other paid campaigns for October focused on increasing Instagram Impressions, Facebook Likes and Website Clicks which resulted in us hitting our 2023 Instagram impression's goal making. These campaigns and boosted posts highlighted Golfing, Spas, IW Coffee, and Renaissance Esmeralda Desert Entertainment Zone.

October Paid Social			
Campaign Name	Results	Reach	Impressions
Winterfest	1,588 Link Clicks	31,116	50,184
General Likes	239 Page Likes	4,004	6,347
General Click Through	177 Link Clicks	9,057	12,202
Golf Click Through	113 Link Clicks	13,782	17,179
Boosted - Golf	720 Link Clicks	15,095	23,112
Boosted - Sands Spa	811 Link Clicks	9,979	13,856
Boosted -IW Coffee	478 Link Clicks	6,989	9,302
Boosted - Desert Zone	667 Link Clicks	10,370	15,336

INDIAN WELLS TOURISM UPDATE

2023 Social Media Goals Tracking

2023 Indian Wells Social Media Goals						
Month	FB Engagement	FB Impressions	Instagram Engagement	Instagram Impressions	LinkedIn Clicks	LinkedIn Impressions
2021 Results	52,430	1,188,387	16,234	576,646	1,259	176,534
2022 Results	61,068	1,283,938	10,327	401,365	2,336	206,656
2023 GOALS	62,000	1,600,000	20,000	750,000	2,500	225,000
January	10,481	138,051	636	23,669	30	952
February	5,300	78,727	630	25,284	294	24,393
March	51,594	923,482	1,286	42,337	287	17,796
April	11,230	173,337	1,698	101,324	589	71,929
May	7,768	133,200	9,445	172,270	528	80,829
June	3,706	90,334	7,590	96,512	374	37,574
July	4,833	65,033	8,732	124,428	671	41,360
August	1,717	36,679	3,342	43,214	585	58,288
September	2,847	60,847	4,697	106,283	127	23,842
October	6,414	121,710	2,447	106,733	850	47,533
2023 Totals	105,890	1,821,400	40,503	842,054	4,335	404,496
Percentage Towards Goal	170.79%	113.84%	202.52%	112.27%	173.40%	179.78%

2023 Digital Tracking

As of October, with two months still to go, we have met our social media goals in every category. In one case, Instagram Engagements, we more than doubled our original goal from the beginning of the year .

INDIAN WELLS TOURISM UPDATE

2023 Digital Tracking

Media Results - 2023					
Month	Partner	Tactics	Impressions	Clicks	CTR
January	Centro	Leisure Banners	374,383	294	0.08%
February	Centro	Leisure Banners	775,146	449	0.06%
March	Centro	Leisure Banners	954,357	770	0.08%
March	Nativo	Leisure Native Article	404,986	1,372	0.34%
April	Centro	Leisure Banners	614,001	575	0.09%
April	Nativo	Leisure Native Article	769,232	2,770	0.36%
April	Nativo	Meetings Native Article	240,672	637	0.26%
April	Meetings Today	Leaderboard Remarketing	58,042	51	0.09%
May	Sunset	Leisure Email Blast 5/4	31,947	1,143	3.58%
May	Centro	Leisure Banners	622,065	575	0.10%
May	Centro	Meetings Video	142,954	180	0.13%
May	Meetings Today	Leaderboard Remarketing	45,194	34	0.08%
May	Nativo	Leisure Native Article	125,389	1,004	0.80%
May	Nativo	Meetings Native Article	256,795	726	0.28%
May	Meetings Today	Eblast	1,004	63	6.27%
May	Northstar	Meeting Banners	3,294	6	0.18%
May	Northstar	Meetings Native Content	1,252	2	0.16%
May	Northstar	Email	35,156	88	0.25%
May	Northstar	Email	35,182	59	0.17%
May	Northstar	Social	18,294	31	0.17%
June	Centro	Leisure Banners	471,958	504	0.11%
June	Centro	Meetings Video	306,075	242	0.08%
June	Meetings Today	Leaderboard Remarketing	45,063	75	0.17%
June	Nativo	Leisure Native Article	266,556	2,948	1.10%
June	Nativo	Meetings Native Article	209,620	663	0.30%
June	Meetings Today	E-Blaset	1,020	57	5.59%
June	Northstar	Eblast	9,823	87	0.89%
June	Sunset	Eblast	34,115	606	1.78%

INDIAN WELLS TOURISM UPDATE

2023 Digital Tracking

Media Results - 2023					
Month	Partner	Tactics	Impressions	Clicks	CTR
July	Centro	Leisure Banners	273,976	308	0.11%
July	Centro	Meetings Video	31,783	16	0.05%
July	Centro	Meetings Banners	35,483	17	0.05%
July	Nativo	Leisure Native Article	377,787	3,471	0.91%
August	Sunset	Eblast	38,256	2,564	6.70%
August	Meetings Today	Eblast	1,026	75	7.31%
August	Meetings Today	Banner ads	42,142	85	0.20%
August	Centro	Leisure Banners	285,740	255	0.09%
August	Centro	Meetings Video	32,529	23	0.07%
August	Centro	Meetings Banners	37,649	21	0.06%
August	Nativo	Meetings Native Article	10,475	49	0.47%
September	Meetings Today	Banners Ads	51,900	149	0.29%
September	Meetings Today	Eblast	954	65	6.81%
September	Centro	Leisure Banners	285,118	209	0.07%
September	Centro	Meetings Video	34,103	43	0.13%
September	Centro	Meetings Banners	40,430	21	0.05%
September	Nativo	Meetings Native Article	110,258	453	0.41%
September	LOCALE	Editorial	1,120	0	0.00%
September	LOCALE	Banners Ads	103,056	2,117	2.05%
September	LOCALE	Eblast	31,090	80	0.26%
September	LOCALE	Social	29,865	354	1.19%
October	Meetings Today	Banners Ads	50,654	163	0.32%
October	Meetings Today	Eblast 10/18	977	87	8.90%
October	Centro	Leisure Banners	328,712	473	0.14%
October	Centro	Meetings Video	31,020	43	0.14%
October	Centro	Meetings Banners	49,016	71	0.14%
October	Nativo	Meetings Native Article	330,966	1,731	0.52%
Totals			9,499,660	28,954	0.30%

INDIAN WELLS TOURISM UPDATE



Report prepared by:

Don Prince

Director of Indian Wells Tourism

don@visitgreaterps.com

760.969.1356

Appendix C – Marketing Committee Agenda



Marketing Committee Agenda
Tuesday, February 13, 2024, at 8:00 a.m.
Indian Wells City Hall – Executive Conference Room
44950 Eldorado Dr., Indian Wells, CA 92210

ROLL CALL

Councilmember Ty Peabody
Councilmember Dana Reed
Christopher Freeland, City Manager
Peter Castro, Assistant City Manager
Colleen Pace, Chief Sales & Marketing, Visit Great Palm Springs
Micaela Wilkey, Senior Management Analyst
Robin Graf, General Manager, Indian Wells Golf Resort
Dan Johnson, General Manager, Hyatt Regency Indian Wells Resort & Spa
David Hall, Interim General Manager, Tommy Bahama Miramonte
Elvis Forsell, General Manager, Indian Wells Resort Hotel
Tim Pyne, General Manager, Renaissance Esmeralda Resort & Spa
Ben Rodney, Director of Sales & Marketing, Indian Wells Golf Resort
Lisa Luna, Director of Marketing, Hyatt Regency Indian Wells Resort & Spa
Robert Hatfield, Director of Sales & Marketing, Tommy Bahama Miramonte
Jacob Kendrick, Director of Sales & Marketing, Renaissance Esmeralda Resort & Spa

PUBLIC COMMENTS

A three-minute limit comment period is customary for all persons wishing to address the Committee. Please note you may address the Committee on an agenda item at the time it is discussed, but only after being recognized by the Chair.

GENERAL BUSINESS

- A. IW WINTERFEST WRAP-UP AND DISCUSSION
- B. ACRISURE SPONSORSHIP REPORT
- C. BNP PARIBAS OPEN FAM UPDATE
- D. SUMMER CO-OP 2024 UPDATE

STAFF MATTERS/COMMITTEE COMMENTS

ADJOURNMENT

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Clerk at (760) 346-2489. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting. 128 CFR 35.102.35.104 ADA Title III Affidavit of Posting.

Affidavit of Posting

I, Micaela Wilkey, certify that on February 9, 2024, I caused to be posted a notice of a Marketing Committee Meeting to be held on February 13, 2024, at 8:00 a.m. in the Executive Conference Room at Indian Wells City Hall. Notices were posted at Indian Wells Civic Center and the City's website [www.cityofindianwells.org].

Micaela Wilkey
Senior Management Analyst

Appendix D – Golf Resort Advisory Committee Agenda



Special Meeting
Indian Wells Golf Resort Advisory Committee Agenda
Thursday, February 29, 2024 at 2:30 p.m.
Indian Wells Golf Resort – Players Room
44-500 Indian Wells Lane, Indian Wells CA 92210

Any public record relating to an open session agenda item that is distributed within 72 hours prior to the meeting is available for public inspection at the City Clerk's office at 44-950 Eldorado Drive, Indian Wells, CA 92210

ROLL CALL

CITY COUNCIL EX-OFFICIO MEMBERS

COUNCIL MEMBER TY PEABODY
COUNCIL MEMBER DONNA GRIFFITH

RESIDENT MEMBERS

MIKE FINNELL
GORDON JOHNSON
MARCIE MAXWELL
TOPER TAYLOR
TIM VENTURI

HOTEL PARTNERS

DAN JOHNSON, GM, HYATT REGENCY INDIAN WELLS
TIM PYNE, GM, RENAISSANCE ESERALDA RESORT
LUIZ REIS, GM, SANDS HOTEL & SPA
ROBERT HATFIELD, DOS, MIRAMONTE RESORT & SPA
ELVIS FORSELL, GM, IW RESORT HOTEL

INDIAN WELLS GOLF RESORT

ROBIN GRAF, GM
JOE WILLIAMS, DIRECTOR OF GOLF
NICHOLAS LEITNER, DIRECTOR OF AGRONOMY

PUBLIC COMMENTS

A three-minute limit is customary for all persons wishing to address the Committee.

GENERAL BUSINESS

1. Golf Resort Updates
 - A. Director of Golf
 - B. Academy
 - C. Director of Agronomy
 - D. Director of Sales and Marketing
 - E. General Manager
2. City of Indian Wells Updates
 - A. Golf Course Redesign Update
3. Hotel Partners Updates

4. Resident Member Comments

ADJOURNMENT - To the next regularly scheduled meeting of the Golf Resort Advisory Committee on March 26, 2024 at 2:00 p.m. at the Indian Wells Golf Resort. In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Deputy City Clerk at (760) 346-2489. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting. 128 CFR 35.102.35.104 ADA Title III.

Affidavit of Posting

I, Cathy Terrones, certify that on February 27, 2024, I caused to be posted a notice of a Special Indian Wells Golf Resort Advisory Meeting to be held on February 29, 2024 at 2:30 p.m. in the Players Room at the Indian Wells Golf Resort. Notices were posted at Indian Wells Civic Center and City's Website[www.cityofindianwells.org/city-hall/current-future-agendas].



Cathy Terrones
Senior Executive Assistant



**Golf Resort Advisory Committee
Tuesday, January 23, 2024 Action Minutes**

ROLL CALL

- Present:** Council Member Ty Peabody, Resident Member Mike Finnell, Resident Member Marcie Maxwell, General Manager Dan Johnson, General Manager Kevin Barnes, General Manager Robin Graf, Director of Agronomy Nick Leitner, Resident Member Gordon Johnson, Resident Member Toper Taylor, General Manager Tim Pyne, Director of Golf Joe Williams
- Absent:** Mayor Donna Griffith, Resident Member Tim Venturi, General Manager Luiz Reis, General Manager Elvis Forsell
- Staff:** City Manager Chris Freeland, Finance Director Kevin McCarthy, Assistant City Manager Peter Castro, Senior Management Analyst Micaela Wilkey, Director of Sales and Marketing Ben Rodney

The meeting of the Golf Resort Advisory Committee was convened at 2:03 p.m. on January 23, 2024 in the Players Room at the Indian Wells Golf Resort.

PUBLIC COMMENTS

Indian Wells Resident Douglas Hanson asked the committee to provide an update on the Vue Grille and Bar's goals and objectives, new menu, resident specials, and local ad campaign.

General Business

1. Golf Resort Updates

A. Director of Golf

Director of Golf Joe Williams provided an update regarding the increase in golf rounds and revenue generated in December 2023. Numerous golf rounds have been booked for the month of February.

B. Academy Update

The resort began its first Operation 36 program called Wells 36 which is a six-week program for adults. In addition, the academy is promoting a couples outing during the week of Valentines Day.

C. Director of Agronomy

Director of Agronomy Nick Leightner provided an update regarding netting for errant balls, landscaping, irrigation, and tee boxes.

D. Director of Sales & Marketing

Director of Sales & Marketing Ben Rodny reported on the exposure the resort received from Good Good Golf, and golfer Min Woo Lee on YouTube and Netflix. An update was provided on the digital concierge, banquet and catering revenue for group business, and the introduction of stay and play packages through YouTube.

E. General Manager

General Manager Robin Graf provided an update regarding the VUE's new menus, upcoming wine dinners, Richard Blais signature restaurant concept, Players First Survey Results, Winterfest, and a new leadership team in the Food and Beverage Department. Regarding the new restaurant concept, Troon will continue to manage, hire, and execute the restaurant concept. Richard Blais will provide the vision, menu ideas, and conceptual design.

2. City of Indian Wells Updates

Assistant City Manager Peter Castro provided an update regarding the upcoming maintenance on the fountains at the intersection of Highway 111 and Indian Wells Lane.

3. Hotel Partners Updates

General Manager Kevin Barnes provided an update on the Grapefruit Basil Restaurant, guest feedback regarding the renovation, retail shop, group sales, and new leisure guests.

General Manager Dan Johnson provided an update regarding the pool complex, occupancy, hotel renovation, and new restaurant.

General Manager Tim Pyne provided an update regarding occupancy, signature dinner restaurant, pickleball courts, and upper lobby renovation.

4. Resident Member Comments

Resident Member Gordon Johnson suggested the installation of a clock on the driving range, golf course live cam coverage on the driving range televisions when sporting events are not televised, and having a staff member periodically checking in on guests near the Trackman.

Resident Member Marcie Maxwell inquired about the golf resort's efforts to promote sporting events at the VUE Bar & Grille. General Manager Graf provided an update regarding previously televised sporting events and future efforts.

Council Member Peabody complimented the Grapefruit Basil Restaurant, and golf course conditions.

ADJOURNMENT

At 3:10 p.m., the Golf Resort Advisory Committee meeting adjourned.