



Grant Details

80683 - FY20 Region/CVB Marketing Plan

86710 - FY20 Glendive CVB Marketing Plan

DOC Office of Tourism

Grant Title:	FY20 Glendive CVB Marketing Plan		
Grant Number:	20-51-014		
Grant Status:	Underway		
Comments:			
Applicant Organization:	Glendive Area Chamber of Commerce & Agriculture		
Grantee Contact:	Billie Pew		
Award Year:	2019		
Program Area:	DOC Office of Tourism		
Amounts:			
Contract Dates:	Contract Sent	Contract Received	Contract Executed
Project Dates:	06/13/2019 Proposal Date	07/01/2019 Project Start	06/30/2020 Project End
Grant Administrator:	Barb Sanem		
Contract Number	20-51-014		
Award Year	2019		

Contract Dates

Contract Sent	Contract Received	Contract Executed	Contract Legal
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Project Dates 07/01/2019
06/30/2020

Project Start Project End

Comments
Amendment Comments

Community & Brand Support

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

Glendive is located on the edge of the Eastern Montana Badlands, on the banks of the Yellowstone River, and home to Montana's largest State Park, Makoshika. As a community, Glendive residents and businesses are just beginning to awaken to the reality that our community truly has the amenities and services to welcome the visitor and promote tourism. Glendive has great transportation options as a town just off I-94, regional air service with Cape Air from Billings, and a crossroad stop for travelers on the North-South Eastern Montana Corridor.

As a homesteading, agricultural, frontier town, Glendive truly is an Eastern Montana Expression of Montana's brand pillars.

We enjoy **spectacular unspoiled nature** with outdoor landscapes, trails, fishing access sites, hunting opportunities and more. We meet this in multiple ways with Makoshika State Park not only being the largest state park but also 2017 USA Today's Voted #1 Montana Attraction in Montana. We also sit on the banks of the Yellowstone providing great fishing, agate hunting, and we are known as the Paddlefish Capital of the World, proudly producing some of the world's finest caviar. Day hikes the number one activity attraction for High-Profile Visitors (HPV) as noted in the 2016 Montana Destination Brand Research Study. Makoshika has almost 20 miles of trails with varying degrees of difficulty and all are day hikes. Add this with camping, and numerous outdoor activities. Glendive meets the outdoor -orientated psychographic profile of travelers identified as target markets for Montana.

Vibrant and charming small towns that serve as gateways to our natural wonders: Glendive has a vibrant entrepreneurial spirit and multiple local shops provide unique and artistic shopping experiences. From great spots to meet for coffee and wonderful galleries and museums, we boast more than charm, we promote history, dinosaurs, and community events. In the 2016 MT Destination study 47% also identified as seeking to explore small town and villages, 43% to visit State Parks and/or recreation areas, 47% to visit geology/dinosaur-related historical sites, and 37% canoeing, kayaking or boating. All of these activities are available the HPV guest with access located conveniently within or on the edge of town.

Breathtaking experiences by day, and relaxing hospitality at night: Glendive has over 500 beautiful rooms to rest your head after a day of exploration and adventure. Multiple dining options and a homegrown brewery just add to the experience. We provide opportunities to enjoy sensational sunrises and sunsets while you venture at your own pace. Visitors are welcomed to the community and no one is a stranger unless they want to be.

Check out www.visitglendive.com to explore our local experience!

We are challenged just as any other Montana community with tight budgets, older infrastructure, and lower than state and national unemployment which can make staffing service jobs difficult.

Describe your destination.

Our marketing plan will address the three phases of travel decision making.

First, inspiration: we will continue to reach out in new and emerging ways to invite travelers from regional drive markets including Regina, Minneapolis and the Black Hills. We have stops throughout the year from these neighboring areas and we know to date we have done minimal to expand our invitation in new targeted digital ways. The Montana Destination data by county shows we attract folks strongly from Minnesota and in the past year our largest community beyond our own exploring the visitglendive website was Regina. With Makoshika State Park, the Yellowstone River, great experiences for shopping and events, Glendive has the potential to become a planned destination and not a simple drive stop.

Second, orientation: Our plan provides multiple supports for travelers to become familiar with Glendive and orientated to how close it is to drive to from our three target locations. Targeted digital, print and strategically placed billboards allow planning to spend time in Glendive easy and accessible no matter where you are in the decision process. Growing collaborative marketing efforts with Visit Southeastern Montana and Sidney, have strengthened this orientation.

Third, facilitation: Glendive is small enough to engage the full community as partners to provide an exceptional visitor experience. From personally addressed and signed invitations to visit, to welcoming guests at community events, and providing good service throughout our community. We have also planned marketing dollars to support hotels, restaurants, retailers and community members to be ambassadors for our community.

Optional: Include attachments here

a. Define your target markets (demographic, geographic and psychographic).

Our target markets fall into these categories:

We provide many exploration opportunities for the following demographics: familys, outdoor-orientated visitors, regional reoccurring travelers, and well educated travelers. These align with the Montana research on target audiences we should be marketing to.

1) Outdoor-orientated: Those who are looking for outdoor experiences from fishing, hunting, camping, hiking, fishing, ATV riding and more.

Glendive sees a large number of anglers and hunters for upland birds, deer, and antelope. These niche demographics helps extend our visitor season well into the fall and attracts early season visitors each year with the unique experience of paddelfishing.

2) Family travelers. We have a number of free or low-cost attractions to engage the family from a day hunting for dinosaurs to great youth sports, parks, and activities. We are using the "Share the Local Experience" tagline, not only as a good marketing message but because that is what a family can authentically find here. Glendive also provides niche opportunities for the historic buff especially when linked with numerous spots identified throughout our region.

3) Those planning travel that takes them through Glendive. We are less than a half days drive from Regina and Rapid City. We are just a days drive from Minneapolis. We know from visiting with travelers that we have many passing through the "X" of Glendive as they move through and we a geographically targeting those markets to encourage more 1-2 day stops here along the way. Our digital plans provide an opportunity to reach these travelers before they leave home and when they are on the road.

b. What are your emerging markets?

For us, we are looking at how to address niche markets that fit our frontier history and lifestyle.

We proudly boast two stops on Montana's Dinosaur Trail and are the home of an incredible privately funded dinosaur museum. We have become the legacy city for one of Montana's premier bronze sculpture artists and are seeing the unfolding a bronze statue trail in our community. This year we will do much more targeted messaging featuring all the dinosaur experiences available here.

The other emerging activity in surrounding states are ATV rallies and we happen to be the home of the Short Pines ATV trail system and are continuing to explore ways to build a rally into our annual community events. With changes of classification from BLM this process may take a few years to see our goal achieved.

We house a great community college and continue to look at ways to welcome and support not only the students but their families as they spend time in Glendive. These are collaboration opportunities to build lifelong visitors to our community.

Optional: Include attachments here.

c. What research supports your target marketing?

We are a small CVB and must use research that we have access to that we can actually afford so we are choosing marketing options that track digital data, work with our SE Montana Regional partner so we can benefit from the data they have access to, and with what ITRR and the Montana Tourism can provide. Regional DOT highway/exit counts are also available as well as Makoshika State Park Visitor numbers and the low tech data we gather simply by engaging those who stop in at our VIC and area businesses. The new initiative by Montana tourism which allows for count access to Destination data is important and our FY 19 digital target marketing campaigns saw click through rates as high as 1.7 way beyond national averages.

Our overall goals are two-fold:

- 1) To increase awareness of what our community has to offer the visitor and send a consistent engaging invitation to come and "Share the Local Experience"
- 2) To build awareness in our own community that we have an emerging tourism market right here at home and how they can all be ambassadors for Glendive by inviting visitors themselves and welcoming all who come.

These goals continue but we have made real headway in the past year to engage the community as tourism partners and ambassadors.

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

At this time, I have not seen a MTOT project that allows our level of budget to successfully participate in, but we are new as the home of the Glendive CVB and we will continue to learn, and explore opportunities as they are available.

Optional: Include attachment here.

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

We are excited that we are building strong partnerships for marketing collaboration with and within SE Montana Tourism and with the Sidney CVB. We will continue to explore, budget and participate in these opportunities. These currently include microsites, regional travel maps, shared print advertising, etc. We also are continuing to build a stronger collaboration with our local TBID group.

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

This past year we have done a number of opportunity marketing buys with Visit Southeastern Montana projects including:

Distinctly Montana

Summer Website/microsites.

Niche travel maps

Social media and event digital targeted marketing.

These have all worked collectively to help build a cohesive travel experience for our community and others that are connected through travel routes in our region. We are strengthened by building an experience for the driving traveler that encourages exploration of numerous communities, parks, and experiences.

Optional: Include attachments here.

Optional: Include attachments here. Glendive Pie Chart FY20.pdf

Optional: Include attachment here:

Marketing Segment, Method & Budget

Marketing	Marketing	Describe	Provide supporting research/statistics.	How do you plan to	Provide a brief rationale	Estimated budget	Marketing Method	Add'l
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Segment	Method	your method.		measure success?	for this method.	for method.	Evaluation	Attchmnt
Consumer	Social Media	<p>We have discovered through a number of community events such as Makoshika Basketball and BBQ in the Badlands that regional boosts to an area surrounding Glendive West to Billings, North to Regina Canada, East to Fargo/Morehead, and South to Rapid City and Wyoming that we can attract event participants from a drive radius of 4-8 hours consistently. We can also target specific demographics through social media marketing that align with individual events.</p>	<p>After boosting two years ago in this drive radius we have gained competitive chefs and youth BB teams from Canada, Minnesota, SE North Dakota, and Wyoming. The requests for SE Montana Travel guide and Desitination Analysts also support this regional draw.</p>	<p>Every Social Media campaign boosted on Facebook provides data on your reach, engagement and audience. We evaluate this data as well as feedback from the local county museum and state park to ask where they consistently see visitation from. Also, the Chamber shares local participating data from competitive events.</p>	<p>We have a very active Facebook community and regional engagment of surrounding communities. Facebook presence, event and activity posts, and the ability to boost regionally for a minimal cost is important to our rural communities and is a low cost simple way to expand our promotional dollars beyond Glendive.</p>	<p>\$1,000.00</p>		
Consumer	Print Advertising	<p>We will collaborate with Sidney's CVB to advertise in 4 seasonal Cape Air Birdseye View in-flight magazines. Cape Air is a great community partner for both our communities and we will reach an outdoor, engaged traveler with an affluent demographic in their NE USA markets. We will also be continuing advertising in local and regional travel & hunting guides. Why Cape Air? Essential Air Service Se to SE Montana and Missouri River Country communities from Billings. We will also continue to do smaller less expensive summer travel guides that are regionally connected to our travel routes such as the MonDak, Bismark Tribune, and local Visitor and Relocation guide.</p>	<p>We will look to the publication print quantities and distribution data for each item we place print advertising in.</p>	<p>We will look to see if in the days and weeks that follow specific placements if our VisitGlendive.com site is seeing increased visitor traffic as well as the publication data itself.</p>	<p>Though today's print may not have as clear of a tracking mechanism as modern digital mediums do, they are great opportunities to target specific regions and lifestyle sets who would have a reasonable match of interests to what our community has to offer. They are also a consistent way to reach regional travelers of surrounding communities.</p>	<p>\$4,000.00</p>		

Consumer	Travel/Trade Shows	<p>This past year we partnered with SE Montana and attend the March Outdoor Show in Minneapolis, MN and found the visitor traffic and connection positive and encouraging. We are looking to do the same in 2020, unless we can find a similar show in Regina, Canada to expand our invitational footprint.</p>	<p>Trade shows are the only direct contact we have to extend personal invitation to specific visitors outside our region. We know through ITRR, SE Montana guide distribution and the new Destination data by county that we have a strong attraction to the Minnesota visitor. We also see we have connection and opportunity to build on the Regina visitor.</p>	<p>The Trade Show data for the number of show attendees and data gathered at our booth for the number of people who stop and engage in discussion about Glendive and our tourism opportunities. How many promotional items did we distribute during the show?</p>	<p>These are areas we consistently see folks from who stop in our Glendive VIC while they are visiting Glendive or traveling through. The new by county Destination Analyst data also provides insight on where are visitors generally come from such as Minnesota.</p>	\$2,000.00		
Consumer	Travel Guide	<p>This would be a companion piece to go with the Visit Glendive website to distribute regionally to connect folks to our community when they stop at another VIC. We are looking to expand the narrative and written history of our community in the update that will be done this year. We want to really showcase our brand pillars as well as providing practical information on where to stay, dine, and what activities and experiences are available to participate in.</p>	<p>We would measure how success by how many of the 2,000 printed are picked up annually from local and regional distribution points.</p>	<p>A full location list will be kept and the amount distributed will be tracked to see where they are being most frequently taken from.</p>	<p>The main Glendive source for accessing, hotels, restaurants and community amenities will be the VisitGlendive.com website. However, once people are in our region rather they are traveling for ND, SD, WY, NE Montana, Billings, Miles City, etc. We want a simple piece they can access while stopping during travel that will encourage them to choose a day, night or longer in Glendive itself. We are on the I94 driving corridor as well as the North-South route of travel through Eastern Montana. These drive areas often do not have reliable cell or internet service connections and local regional rest stops, chambers, VIC's can provide printed visual resources to help encourage the visitor to stop in Glendive for a meal, and overnight, some exploration.</p>	\$1,000.00		
Consumer	Printed Material	<p>These would be Visit Glendive Postcard invitations and other small items which we can print internally and do not send to the outside printer. Example: those that stop in our VIC can send an invitation or take a postcard with them.</p>	<p>There is no way to truly measure these items. However, they become our calling card of sorts, that others beside the CVB and staff of the Glendive Chamber can use to extend the invitation to visit and explore what our community has to offer.</p>	<p>Number of postcards taken from local trade shows when VisitGlendive is promoted and from the VIC throughout</p>	<p>Visit Glendive will participate in a number of local events and we invite the public to explore our VIC. These promotional items are simple take away ways to encourage</p>	\$1,000.00		Visit Glendive Bell Street

		These are promotional items that are to help many be ambassadors for our community. They are the promotional goodwill items we share with the public.		the year.	goodwill and ways for our visitors and communities to help us market Glendive.				Postcard.pdf
Consumer	Online/Digital Advertising	This is a new and expanded budget item for the Glendive CVB. This would reach beyond our community event Facebook boosted posts. It would also include target digital ads by location, demographics and interests. Finally, we would look at regional geofencing messages targeting the smartphone user to promote stopping, staying, shopping and exploring Glendive. Share the Local Experience and Makoshika State Park campaigns were successful and inspired engagement. We will expand this year to also ad Dinosuar Experiences into this targeted marketing rotation.	This type of marketing provides clear engagement numbers and can be easily targeted to a specific demographic or location. The provider we choose to work will provide ongoing data for review the success of these efforts. As we are in a rural area and need a method that can give us a larger regional reach in a cost-effective way that provides a clear way to track to marketing efforts. This digital marketing approach is nimble and allows for quick adjustment and adaptation when and if we find one target community is not getting the results we would want to see.	The impressions purchased per campaign and month as well as the click through engagement rates to our website are promptly provided, evaluated and adjusted if needed.	As we may be a point of passing for many travelers, we are looking to target them through these new and emerging digital methods to get them to plan their stop, overnight, etc. in Glendive and not in a community just down the road. We have great assets in Glendive such as Makoshika State Park and this will allow great digital options in photography and video to engage the regional traveler. This past year we saw great success with way about average click through rates, especially regionally with as high as 1.7.	\$8,500.00			
Consumer	Opportunity Marketing	We have had the opportunity to partner with SE Montana marketing programs in 18-19 and look forward to participating in more of their regional agency digital and print advertising offerings. Examples include: micro website, scenic tear off travel maps, etc.	This will depend upon the opportunity and the supporting data available. For a small CVB such as ours, these opportunity marketing venues are important as they can provide more supporting research for the marketing itself and at a higher level of design as we get to work with the regional CVB's agency of record. SE Montana's larger budget, role and ability to have an agency of record gives us access to data that we would not have the resources to acquire, research, or tabulate.	This again will be specific to the opportunity and would follow the same evaluation methods as our independent digital marketing, print marketing, etc.	We have had great partnership and success by participating in marketing opportunities that have been made available with our Regional partner, SE Montana. We will continue to look to participate in these opportunities moving forward as we move into the new year and are placing money in this budget line in anticipation of future collaborative marketing opportunities.	\$5,000.00			
		We will work to help fund local food, and experience while	As posed in a 2016/2017 Reseach Study by the Journal of Tourism Research: <i>Tourism intermediaries provide information on tourism destinations, even if travellers have not</i>						

Marketing Support	Fam Trips	<p>here in our community. We will also plan to provide small reminder tokens of our community that they can take to keep their experiences here a little more present when they leave. These will always be a collaboration with our regional partner, Visit Southeast Montana who we will work to provide thematic-specific itineraries that will attract people to write about or plan visitation to our community.</p>	<p><i>chosen to use their services. This source of information could be considered to be an induced image-making factor that is crucial for tourists' perception of different tourism destinations (Gartner & Bachri, 1994). The image of a destination is shaped either by the experiences of tourists who have visited the destination themselves or through information they receive from external factors. According to Strydom and Nel (2014), the image originating from information provided by tourism intermediaries is equally important to the image shaped by tourists themselves. Consequently, tourism mediators are the first and most influential link in the tourism flow chain (Gartner & Bachri, 1994). Thus, the promotional efforts of both individual tourism service providers (at a micro-economic level) and destination promotion organisations (at a macro-economic level) are oriented towards finding optimal methods to motivate tourism intermediaries to promote the destinations to more tourists (Koutoulas et al. 2009).</i></p> <p>Our goal in working with Visit MT or Visit Southeast Montana when FAM tours are in our community or region, we will work to increase the understanding and impression of the visitor experiences available in Glendive.</p>	<p>We will track how many of the TBEX bloggers write about our community and their impressions of their time here with the help of SE Montana</p>	<p>This is a new budget item and with the upcoming TBEX convention in Billings which will allow SE Montana to bring three individual FAM trips to our community, and Makoshika State Park, our local CVB wants to have the budget to assist making their visit here a wonderful and memorable experience.</p>	\$750.00		
Marketing Support	Administration	<p>This is the 20% estimate amount is based on our estimated bed tax collection for our community for the FY 20 year which is provided from the state tourism office gathered from years of historical data and trends.</p>	<p>This is what is allowed and though we know it does not cover all staff time or administrative expenses. It allows for simply accounting to support our ability to financially administer the program.</p>	<p>Our annual financial audit is the checks and balance review of this budget item. And the goal is to see our bed tax collections increase over time.</p>	<p>The marketing planning, implementation and evaluation takes professional and quality staff investment of time and dollar. The 20% administrative fee allowed goes to support that investment.</p>	\$4,350.00		
Marketing Support	TAC/Governor's Conference meetings	<p>Attend required meetings 7-10 hour one-way drive . The mileage and room components average over \$735/trip.</p>	<p>The supporting material here is the new research data and methods that are shared and having new information to support our local tourism marketing and promotional work. It is also the only concrete time to get face to face networking, learning and sharing with others doing this work in CVB's throughout Montana.</p>	<p>To bring home at least one useable new strategy or research data access point from each meeting to better inform our decisions on our local marketing.</p>	<p>We have the opportunity to connect with others in our state within the tourism industry a minimum of 4 times of year. This provides the ability to fund the annual required TAC travel.</p>	\$3,000.00		
Marketing Support	Wayfinding	<p>As needs are identified to better direct the visitor, we will access these funds to make our community easier to explore and engage in.</p>	<p>Example: if they are signage in and out of Makoshika State Park, we can measure views by the number of annual visitors.</p>	<p>This will depend on the signage identified and its purpose.</p>	<p>To give a visitor a great local experience in any community, they need to be able to easily locate and identify the communities main attractions. These dollars help give the visitor and better experience which encourages longer stays and return visits.</p>	\$500.00		
Marketing Support	Billboards/Out-of-Home	<p>We are in a travel area that often has limited or no cell service which can eliminate internet access as well. Our Billboards coming from East and West are quick</p>	<p>Department of Transportation road travel numbers are the data source for the possible views of these messages and invitations to stop and explore Glendive.</p>	<p>We will track the annual numbers of daily/annual impressions as provided by the DOT travel</p>	<p>We are in a vast rural area where main travel is generally by car. These billboards offer invitation and reminders that we have the rooms and</p>	\$6,000.00		

		reminders that we are not far ahead on the drive and a great place to stop and Stay, Dine, Play etc.		numbers.	amenities in our community to support their travel experience.			
Marketing Support	Promotional Items	This will cover Glendive Stickers and trade show promotional items for Glendive CVB & VIC.	How do you measure brand lift? This is a small but important part of community hospitality and invitation.	Number of items distributed throughout the year at each individual event, group and location that they are available to. Individual response to the promotional item by those that receive them .	With Trade Shows, Fam tours, meetings and small conventions in our community. Visit Glendive promotional items are a great way to give brand lift and reminders to those we connect with that we are a place to plan to visit and explore.	\$1,500.00		
Marketing Support	Digital Asset Management/Aquisition	We will continue to build our digital photo library and Glendive promotional video library. We are looking to continue to develop active photography of users engaged in our great amenities here such as paleo experiences, fishing, hunting, eating shopping, etc. We also want to build specific 20 second videos highlighting the great amenities to engage in when exploring our community.	<p>10 Reasons Why Photography Is Crucial In Modern Marketing by Melissa Friedman</p> <p>The power of visual communication has reached an all-time high with the rise of digital and social marketing – media that modern marketers use to promote their content and brands. As a result, photography is becoming more crucial to the promotion of a product or service than ever before. Here's why:</p> <p>Gets attention, Speeds processing, Improves nonverbal communication, Adds viral options, Improves understanding, Influences emotion, Solicits action, Increases engagement, Creates a favorable perception, & Drives sales.</p> <p>We are focusing ongoing digital targeting campaigns along with our own direct managed social media to meet today's visitors in the mediums they are using before they travel, while traveling in our region, and while exploring our community. The success of this is dependent on strong impactful imagery rather it be in photographic or video form. As stated form the above abbreviated blog article this is now an important element of today's marketing approaches.</p>		We are still working to build a digital photo and video library. We will work with our local TBID to establish a VisitGlendive YouTube channel to provide an access storage location for our videos in particular. The work of instagram and social media marketing requires quality digital assets.	\$2,000.00		
Marketing Support	Joint Ventures	A placeholder in case there is a project presented we would like to participate in.	TBD by project parameters.	This would depend on the marketing method.	This is a placeholder if a MOTB opportunity arises.	\$1,000.00		
						\$41,600.00		

Marketing Method Evaluation Attachments

- Attachment 1
- Attachment 2
- Attachment 3
- Attachment 4
- Attachment 5
- Attachment 6
- Attachment 7
- Attachment 8

Attachment 9

Attachment 10

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget (optional)
Consumer	Printed Material	\$2,000.00	\$0.00
Consumer	Travel Guide	\$5,000.00	\$0.00
Consumer	Social Media	\$2,000.00	\$0.00
Consumer	Travel/Trade Shows	\$2,000.00	\$0.00
Consumer	Print Advertising	\$7,000.00	\$0.00
Consumer	Online/Digital Advertising	\$14,478.00	\$0.00
		\$32,478.00	\$0.00
Marketing Support	Fam Trips	\$750.00	\$0.00
Marketing Support	Administration	\$4,350.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$3,000.00	\$0.00
Marketing Support	VIC Funding/Staffing/Signage	\$0.00	\$0.00
Marketing Support	Opportunity Marketing	\$5,000.00	\$0.00
Marketing Support	Wayfinding	\$500.00	\$0.00
Marketing Support	Billboards/Out-of-Home	\$10,000.00	\$0.00
Marketing Support	Promotional Items	\$1,500.00	\$0.00
Marketing Support	Digital Asset Management/Aquisition	\$2,000.00	\$0.00
Marketing Support	Joint Ventures	\$1,000.00	\$0.00
		\$28,100.00	\$0.00
		\$60,578.00	\$0.00

Miscellaneous Attachments

Description	File Name	File Size
These are new table tents for all hotel and restaurant properties to use in their rooms on their tables.	hotel cards.pdf	2.2 MB

Reg/CVB Required Documents

Description	File Name	File Size
FY20 Required Documents	Glendive CVB FY20.pdf	542 KB

