



## Mammoth Lakes Tourism Monthly Board Meeting

**Thursday - January 10, 2019 - 1:00-3:00pm in Suite Z – NOTE NEW DAY AND DATE**

Board Member Call in # (310) 372-7549 - Participant Code 934985 - Host Code 3838

[https://www.dropbox.com/sh/zxanpoyiv7mwd9t/AAB-aHpEDShkXC2UnH79\\_hRJa?dl=0](https://www.dropbox.com/sh/zxanpoyiv7mwd9t/AAB-aHpEDShkXC2UnH79_hRJa?dl=0)

### Meeting Agenda

- a. **Call Meeting to Order – Scott McGuire, Board Chairman**
- b. **Roll Call – Scott McGuire - *Chairman*** (At-Large June 2020 2-year term) **Brent Truax – *Vice-Chairman*** (Chamber no term), **John Morris – *Treasurer*** (Lodging June 2021 3-year term), **Sean Turner - *Secretary*** (Retail June 2020 3-year term), **Kirk Schaubmayer –** (Lodging June 2020 2-year term), **Michael Ledesma –** (Restaurant June 2020 3-year term), **Mayor Cleland Hoff** (Town Council no term), **Eric Clark** (MMSA no term), **Paul Rudder** (At-Large June 2019 2-year term),
- c. **Board Member Comments**
- d. **Public Comment** – Please limit to three minutes or less
- e. **Minutes** – Approval of board meeting minutes from December 13<sup>th</sup> - **attached**
- f. **Presentation** – Hayes Haislip – Wayfinding Signage update (FYI MLT Board approved \$350,000 in Measure A Reserve funding at our August 1, 2018 meeting Clark Motion/Morris Second passed Unanimously) – **10 minutes**
- g. **New Business**
  1. Staffing Change - Special thanks to Josh Wray for nearly four years at MLT and best wishes
  2. Government Shutdown/Welcome Center Update
  3. Updates from Internal ad hoc committee meetings – **5 minutes**
    - a. MLT By Laws – Paul (lead) Scott, Brent and Cleland
    - b. MLT & TOML Contract - Scott (lead) Paul & Eric
    - c. TBID Survey – Sean (lead), Michael & Kirk
  4. Operation Snow Blitz – **5 minutes - attached**
    - a. \$250,000 approved – total of \$188,530 actually spent (funds have been received from the TOML)
    - b. Blitz was run from November 22 – December 24
    - c. \$56,000 on Google Display Network, \$122,529.58 on Social Media & \$10,000 on agency fees (80 hrs)
    - d. GDN Impressions 12,104,471 – CTR .78% (goal .95%) and CPC \$.60 (goal \$.80)
    - e. Facebook (Awareness) Impressions 9,159,462 – CTR .11% (goal .10%) – CPC \$7.72 (goal \$8.00)
    - f. Facebook (Traffic-driving) Impressions 4,746,999 – CTR .56% (goal .5%) – CPC \$1.78 (goal \$3.00)
    - g. Total of 61% was dedicated to Awareness and 39% to retargeting to past Mammoth Lakes guests
    - h. Message was updated as often as new snowfall occurred to drive interest in Mammoth Lakes
    - i. MLT will incorporate this plan into our budget for 2019-20
    - j. \$61,470 was returned to the Joint Reserve Account held between MLT board & Town Council
- h. **Department Updates** – A brief recap of past, current and future efforts of each department - **5 minutes each**

Lara Kaylor – Communications update  
Ken Brengle – Chamber of Commerce update

Caroline Casey – Special Events update  
Michael Vanderhurst – International Sales Update  
Matt Gebo – Marketing Update

**i. Executive Director Performance Review and Contract – John Morris – 20 Minutes**

1. Annual performance review of MLT Executive Director
2. Recommendations for MLT Executive Director contract renewal
3. Discussion and **vote** by the Board of Directors

**j. Financial Reports – An update regarding the financial health of the organization – 5 Minutes**

1. TOT & TBID – review previous months results – **TOT and TBID info attached**
  - a. TOT for November \$573,191 which is +\$123,191 and +27% to budget. -\$28,152 and -4.7% to LY
  - b. YTD TOT is \$1,590,418 and 41% ahead of budget and -\$138,685 and -2% to LY YTD
  - c. TBID for November \$177,988 which is -\$92,011 and -34% to budget (Tickets down -\$80,408)
  - d. YTD TBID is \$1,243,405 on a budget of \$1,268,000 so we are -\$24,594 and -2%
2. Cash Flow and CDARS info – discussion of current bank balances & reserve account activity
  - a. CDARS Balances Measure A \$800,321.04 & TBID \$2,001,440.57m
  - b. Measure A Checking = \$771,446.62
  - c. Measure A Savings = \$5,011.96
  - d. TBID Checking = \$764,765.74
  - e. TBID Savings = \$5,007.40
3. Joint Bucket Funds – estimated balance in the MLT/ Town Council Joint Reserve Account
  - a. \$287,499 FY through November 2018
  - b. To date MLT/TOML have earmarked and committed
    - a. \$600,000 to the ongoing LA Kings Marketing Partnership 2018-2023 seasons
    - b. \$188,530 to the Operation Snow Blitz effort November and December 2018
4. P&L Reports – Questions from the board regarding MLT financials

**k. Closed session – 45 minutes**

**a. CONFERENCE WITH LEGAL COUNSEL—EXISTING LITIGATION**

Litigation pursuant to paragraph (1) of subdivision (d) of Government Code Section 54956.9: (One case)  
Mammoth Lakes Tourism v. The Woods at Mammoth Lakes LLC,  
Case NO: CV180094

**b. CONFERENCE WITH REAL PROPERTY NEGOTIATORS**

Closed session pursuant to Section 54956.8: (One Case)

**Property:** The Woods at Mammoth Lakes – 5699 Minaret Rd. Mammoth Lakes, CA 93546

**Agency Negotiators:** John Urdi and Paul Rudder

**Negotiating Parties:** Mammoth Lakes Tourism and The Woods at Mammoth Lakes

**Under Negotiation:** Price and terms

- c. MLT Board Chairman to report out on closed session

**l. Mammoth Resorts Update – Eric Clark – 5 minutes**

**m. Key Takeaways**

**TOT for November \$573,191 which is +\$123,191 and +27% to budget. -\$28,152 and -4.7% to LY**  
**YTD TOT is \$1,590,418 and 41% ahead of budget and -\$138,685 and -2% to LY YTD**  
**TBID for November \$177,988 which is -\$92,011 and -34% to budget (Tickets down -\$80,408)**  
**YTD TBID is \$1,243,405 on a budget of \$1,268,000 so we are -\$24,594 and -2%**

**Future Meeting Dates:**

Next scheduled Board Meeting for **Wednesday February 6, 2018**



## Mammoth Lakes Tourism Monthly Board Meeting

**Thursday - December 13, 2018 - 1:00-3:00pm in Suite Z – NOTE NEW DAY AND DATE**

Board Member Call in # (310) 372-7549 - Participant Code 934985 - Host Code 3838

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### Meeting Agenda

- a. **Call Meeting to Order** – Scott McGuire, Board Chairman called the meeting to order at 1:05 pm
- b. **Roll Call** – Scott McGuire, Brent Truax, John Morris, Kirk Schaubmayer, Michael Ledesma, Mayor Cleland Hoff, Paul Rudder.  
**Absent** – Sean Turner and Eric Clark
- c. **Board Member Comments/Board External Committee Reports/Agenda Additions**- none
- d. **Public Comment** – None.

The Board moved to item **F. minutes** and **G. New Business** until legal counsel arrived.

- e. **1:15pm Closed Session – 30 minutes – MLT Legal Counsel Tim Sanford to attend**
  - a. CONFERENCE WITH LEGAL COUNSEL—ANTICIPATED LITIGATION  
Initiation of litigation pursuant to paragraph (4) of subdivision (d) of Government Code Section 54956.9: (One case)
  - b. Chairman to report out on closed session
- f. **Minutes** – Approval of meeting minutes from November 7<sup>th</sup> (Regular Meeting) – **attached**  
**ACTION: It was moved by Mayor Cleland Hoff, seconded by Michael Ledesma, and carried by a 5-0 voice vote with Secretary Sean Turner and Eric Clark absent and Kirk Schaubmayer and Treasurer John Morris abstaining from the vote, to approve the minutes of the November 7<sup>th</sup>, 2018 regular meeting.**
- g. **New Business**
  1. Introduction of new Director of Marketing – Matt Gebo
  2. Updates from Internal ad hoc committee meetings:
    - a. MLT By Laws – Paul (lead) Scott, Brent and Cleland: no update, meetings will resume after the holidays
    - b. MLT & TOML Contract - Scott (lead) Paul & Eric: no update, Scott and Dan Holler will meeting following the Holidays.
    - c. Executive Director 2017-18 Performance Review – John (lead) Sean, Eric & Paul: no update, hoping to find a meeting time next week.
    - d. Executive Director Contract Renewal – John (lead) Sean, Eric & Paul (input from Brent and Michael): Same committee as above; hopes to meet next week
    - e. TBID Appeals Panel #3 (Need three MLT board members to meet week of December 17<sup>th</sup>): Scott McGuire, Mayor Cleland Hoff and Paul Rudder volunteered for the third panel. Anticipate that this will be the last TBID appeal panel meeting. *(At the time the meeting was held, Scott McGuire was unavailable so John Morris stepped in to fill the third seat)*
    - f. TBID Survey – Sean (lead), Michael & Kirk: Three chosen board members are representatives of retail, restaurants and lodging to figure out what we want to learn from the TBID businesses. Sean Turner will take the lead on setting up a meeting.

**At 1:15 p.m. The Board Chair announced that the Board would be entering into the closed session for the purposes stated on the agenda.**

**The Board returned from Closed session at 2:22 p.m. and the Board Chair announced that there was no reportable action taken. The Board then resumed the agenda at item G. New Business, #3 Operation snow blitz.**

**3. Operation Snow Blitz**

- a. \$250,000 approved from Joint Reserve by 5-0 vote of Town Council – November 19<sup>th</sup>
- b. Funds used for Social media network advertising and Google Display Network (GDN)
- c. Target Los Angeles, San Diego, Orange County and San Francisco
- d. Drive awareness of snow in Mammoth Lakes & engagement to website specific storm landing pages
- e. 16.7 million impressions from first 10 days of the blitz
- f. Time on site exceeded goal by 20% showing we connected with highly qualified travelers
- g. Mering Carson charging just 4% (normal is 15%) fee on this effort to maximize exposure
- h. Update copy as needed with each storm “up to 6 FEET of snow forecasted and more on the way!”
- i. Paid efforts started Thanksgiving Day
- j. Owned and earned DAILY updates – Social, PR, Website, Emails
- k. Should we keep the blitz going or return \$61,000 to the joint reserve for future consideration?
  - i. Discussion and **vote** on use of remaining funds
  - ii. John Urdi outlined the efforts taken to get the word out about the recent snowfall and also the remaining funds from the joint reserve request. The Board had a discussion about returning the money or not.

**ACTION: It was moved by Mayor Cleland Hoff, seconded by Michael Ledesma, and carried by a 7-0 voice vote with Secretary Sean Turner and Eric Clark absent, to approve returning the remaining \$61,470 from Operation Snow Blitz to the Joint Reserve Bucket.**

**4. JetSuiteX agreement for approval - **attached****

- a. One-year agreement 12/19/2018 -
- b. Burbank (BUR) and Orange County (SNA)
- c. Thursday, Friday, Sunday and Monday Service
- d. \$200,000 advance subsidy payment – additional funds provided as needed
- e. Discussion and **vote** to approve JetSuiteX contract.
  - i. John Urdi reviewed the revised contract with JetSuiteX for the Board. Bookings are strong and already ahead of last year.

**ACTION: It was moved by Brent Truax, seconded by Paul Rudder, and carried by a 7-0 voice vote with Secretary Sean Turner and Eric Clark absent, to approve the Board Chair to sign the agreement with JetSuiteX.**

**h. Department Updates – Department Updates were tabled due to time constraints.**

**i. Financial Reports – John Urdi gave the Board an update regarding the financial health of the organization -**

1. 2017-18 Fiscal Year Audit is complete and will be distributed when we have the final copies
2. TOT & TBID – review previous months results – **TOT and TBID info attached**
  - a. TOT for October \$616,612 which is +\$185,612 and +43% to budget. +\$3,735 and +.6% to LY
  - b. YTD TOT is \$1,454,569 and 43% ahead of budget and -\$123,191 and 2% to LY YTD
  - c. TBID for October \$151,274 which is -\$8,725 and -5% to budget
  - d. YTD TBID is \$1,065,416 on a budget of \$998,000 so we are +\$67,416 and +6.8% ahead
3. Cash Flow and CDARS info – discussion of current bank balances & reserve account activity (as of 10-29)
  - a. CDARS Balances Measure A \$800,321.04 & TBID \$2,001,440.57m
  - b. Measure A Checking = \$985,585.82

- c. Measure A Savings = \$5,011.83
- d. TBID Checking = \$370,635.68
- e. TBID Savings = \$5,007.27
- 4. Joint Bucket Funds – estimated balance in the MLT/ Town Council Joint Reserve Bucket
  - a. \$262,941 FY through October 2018 - total available in this account is roughly \$315,941 including rollover of \$53,000 uncommitted 2017-18 funds.
  - b. To date MLT/TOML have earmarked and committed
    - a. \$600,000 to the ongoing LA Kings Marketing Partnership 2018-2023 seasons
    - b. \$250,000 to the Operation Snow Blitz effort December 2018
- 5. P&L Reports – Questions from the board regarding MLT financials
  
- j. **Mammoth Resorts Update – Eric Clark** – Due to his absence, there was no update given by Eric Clark
  
- k. **Key Takeaways**
  - **TOT for October \$616,612 which is +\$185,612 and +43% to budget. +\$3,735 and +.6% to LY**
  - **YTD TOT is \$1,454,569 and 43% ahead of budget and -\$123,191 and 2% to LY YTD**
  - **TBID for October \$151,274 which is -\$8,725 and -5% to budget**
  - **YTD TBID is \$1,065,416 on a budget of \$998,000 so we are +\$67,416 and +6.8% ahead**

**Future Meeting Dates:**

Next scheduled Board Meeting for **Wednesday January 2, 2018** may need to set a new date for this meeting. John Urdi will send out a survey to the Board members to determine a new date.

The meeting was adjourned at 3:09 p.m.

January 7, 2019

Client: Mammoth Lakes Tourism  
To: John Urdi, Executive Director  
RE: 2018 Winter Snow Blitz Performance (11/22/18-12/24/18)

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## Executive Summary

Mammoth Lakes Tourism implemented a marketing plan, in tandem with MeringCarson, to positively impact winter reservations and business at the start of the season. Towards the goal of communicating timely weather-based snow messaging and drive momentum, we implemented an agile digital media effort that allowed for ongoing update of snow messaging. With the program now complete, channel performance indicates messaging resonated with our audience.

### Blitz 1 Nov 22 - Nov 30

GDN	\$18,830.45
Social	\$25,912.64
Media Total	\$44,743.09

### Blitz 2 Nov 30 - Dec 24

GDN	\$37,169.55
Social	\$96,616.94
Media Total	\$133,786.49

### Combined (Blitz 1+2) Nov 22 - Dec 24

GDN	\$56,000.00
Social	\$122,529.58
Media Total	\$178,529.58

Agency Work Hours Fee	\$10,000.00
<b>Total Investment</b>	<b>\$188,529.58</b>

### Agency Hours

Media Team	62.00
Account Team	18.00
<b>Total Hours</b>	<b>80.00</b>

## Performance

### GOOGLE DISPLAY NETWORK

#### GDN (Awareness)

- Impressions Delivered: 12,104,471
- CTR: 0.78% (benchmark of 0.95%)\*
- CPC: \$0.60 (benchmark of \$0.80)\*

GDN was utilized to efficiently drive mass awareness and to inform users of the abundance of snow through updating banner headlines with the current or predicted amounts of snow. This was achieved through allocating 85% of the budget strictly to reaching to our ideal Snowporter audience as well as allocating 15% of the budget to retargeting website visitors. Retargeting was used to capitalize on the awareness gains in order to encourage these already interested users to visit Mammoth Lakes.

GDN was more efficient than anticipated and showed a growth in awareness through the gradual increase in CTR. \*GDN's main goal was to generate distribution of message, users were not expected to interact with the ad. However, as the awareness grew, engagement rates increased and exceeded the CTR goal by the final Blitz (last two weeks).

With each new creative message rotation, the CTR and efficiency increased gaining more interest and awareness of the influx of snow in Mammoth Lakes. TOS increased from the first Blitz to the last by 23%, CTR increased by 38% and CPC efficiency improved by 18.3%.

Due to frequent updates to the banner headlines and imagery, the campaign's high frequency worked in our favor to keep the target audience updated on Mammoth Lakes' current climate and eventually drive engagement higher than expected.

### FACEBOOK

#### Facebook (Awareness)

- Impressions Delivered: 9,159,462
- CTR: 0.11% (benchmark of 0.10%)\*
- CPC: \$7.72 (benchmark of \$8.00)\*

#### Facebook (Traffic-Driving)

- Impressions Delivered: 4,746,999
- CTR: 0.56% (benchmark of 0.50%)
- CPC: \$1.78 (benchmark of \$3.00)

Facebook took a two-layer approach to communicate timely weather/snow updates and messages to an audience interested in Mammoth Lakes as a winter destination. Through mass reach and strategic retargeting, Facebook was able to generate breadth of impressions and depth of message both in-platform and onsite.

The Awareness layer was set to reach the target audience and generate frequency, while the Traffic-Driving layer retargeted those users who had previously interacted with Mammoth Lakes, either in-platform or onsite.

Facebook hit nearly all benchmarks and goals, driving both message awareness and engagement with site content. \*The Awareness layer's main goal was to generate distribution of message in-platform, users were not expected to interact with the ad beyond seeing it in their feed. Those that were in the retargeting group within the Traffic-Driving layer were intended to click-through to the site and consume additional content there. All benchmarks are based on historical agency performance.



61% of budget was dedicated to Awareness and 39% of budget was dedicated to remarketing past website visitors and content engagers. Both campaigns drove a strong frequency generating an overall campaign frequency of 8.7x and users saw a snow update nearly 2 times per week over the course of the roughly 4-week campaign. Retargeting past engagers continued to keep Mammoth Lakes top of mind as a winter destination.

Performance remained steady throughout the campaign, even with the various creative changes. Largest change in performance came in the Traffic-Driving layer due to targeting changes made between the first and second creative swaps, extending the lookback window of the retargeting audience. This adjustment saw a 40%+ increase in CTR, from 0.35% to 0.50%. From that point forward, CTR remained around 0.55%.

## **Future Considerations**

Look to leverage learnings from campaign to further refine future Blitzes – keep messaging timely, refresh creative regularly and find ways to extend retargeting pool. While GDN and Facebook provide budget efficiencies along with the ability to quickly launch campaigns, during Annual Planning process, explore longer-term Awareness driving opportunities – Video, Native, etc. – to help drive engagement and increase retargeting pools in the future.

**Transient Occupancy Tax**  
Collection through December 2018

**1. TOT REVENUE COLLECTIONS by FISCAL year**

Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
2006-2007	633,290	718,371	404,545	240,541	275,921	1,455,122	1,694,967	1,583,253	1,249,350	765,323	241,871	363,886	9,626,441
YTD collection as % of Full Year	6.6%	14.0%	18.2%	20.7%	23.6%	38.7%	56.3%	72.8%	85.8%	93.7%	96.2%	100.0%	
2007-2008	690,020	850,958	382,541	191,090	202,902	1,533,030	1,926,497	1,890,372	1,731,631	612,581	245,108	410,409	10,667,140
YTD collection as % of Full Year	6.5%	14.4%	18.0%	19.8%	21.7%	36.1%	54.2%	71.9%	88.1%	93.9%	96.2%	100.0%	
2008-2009	726,465	973,679	379,849	232,427	247,085	1,591,709	1,561,523	1,477,336	1,028,558	774,003	299,287	364,787	9,656,710
YTD collection as % of Full Year	7.5%	17.6%	21.5%	23.9%	26.5%	43.0%	59.2%	74.5%	85.1%	93.1%	96.2%	100.0%	
2009-2010	745,522	866,044	421,313	210,599	207,989	1,735,454	1,680,851	1,687,536	1,263,038	971,363	303,667	383,274	10,476,648
YTD collection as % of Full Year	7.1%	15.4%	19.4%	21.4%	23.4%	40.0%	56.0%	72.1%	84.2%	93.4%	96.3%	100.0%	
2010-2011	833,692	934,572	471,581	229,609	302,314	1,948,908	1,685,322	1,672,809	1,338,133	985,285	355,833	451,080	11,209,138
YTD collection as % of Full Year	7.4%	15.8%	20.0%	22.0%	24.7%	42.1%	57.1%	72.1%	84.0%	92.8%	96.0%	100.0%	
2011-2012	947,459	1,061,627	566,993	276,436	314,244	1,666,408	1,042,470	1,213,076	1,193,988	753,998	307,818	536,020	9,880,538
YTD collection as % of Full Year	9.6%	20.3%	26.1%	28.9%	32.1%	48.9%	59.5%	71.7%	83.8%	91.5%	94.6%	100.0%	
2012-2013	1,035,276	1,101,555	569,118	287,742	286,349	1,758,887	1,856,579	1,703,985	1,426,186	683,196	392,990	613,159	11,715,023
YTD collection as % of Full Year	8.8%	18.2%	23.1%	25.6%	28.0%	43.0%	58.9%	73.4%	85.6%	91.4%	94.8%	100.0%	
2013-2014	1,075,023	1,134,699	533,790	306,359	317,763	1,620,490	1,284,026	1,174,950	1,205,504	662,531	376,019	672,104	10,363,258
YTD collection as % of Full Year	10.4%	21.3%	26.5%	29.4%	32.5%	48.1%	60.5%	71.9%	83.5%	89.9%	93.5%	100.0%	
2014-2015	1,175,232	1,261,290	614,628	378,296	326,836	1,815,044	1,659,854	1,451,851	1,015,507	459,664	377,564	773,232	11,308,997
YTD collection as % of Full Year	10.4%	21.5%	27.0%	30.3%	33.2%	49.3%	63.9%	76.8%	85.8%	89.8%	93.2%	100.0%	
2015-2016	1,414,925	1,323,904	782,030	470,450	589,215	2,282,317	2,371,826	2,238,590	1,897,371	830,614	526,861	1,005,404	15,733,507
YTD collection as % of Full Year	9.0%	17.4%	22.4%	25.4%	29.1%	43.6%	58.7%	72.9%	85.0%	90.3%	93.6%	100.0%	
2016-2017	1,716,610	1,535,475	1,004,815	567,405	534,223	2,370,978	2,656,510	2,475,292	2,030,473	1,599,673	673,512	926,497	18,091,464
YTD collection as % of Full Year	9.5%	18.0%	23.5%	26.7%	29.6%	42.7%	57.4%	71.1%	82.3%	91.2%	94.9%	100.0%	
2017-2018	1,753,735	1,570,110	1,050,037	612,877	601,343	2,362,405	2,515,665	2,168,214	2,351,036	1,242,482	608,463	1,031,033	17,867,401
YTD collection as % of Full Year	9.8%	18.6%	24.5%	27.9%	31.3%	44.5%	58.6%	70.7%	83.9%	90.8%	94.2%	100.0%	
2018-2019	1,758,759	1,500,051	990,203	627,214	573,191	-	-	-	-	-	-	-	5,449,418
YTD collection as % of Full Year	32.3%	59.8%	78.0%	89.5%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
<b>% change from prior year</b>	<b>0.3%</b>	<b>-4.5%</b>	<b>-5.7%</b>	<b>2.3%</b>	<b>-4.7%</b>	<b>-0.4%</b>	<b>-5.3%</b>	<b>-12.4%</b>	<b>15.8%</b>	<b>-22.3%</b>	<b>-9.7%</b>	<b>11.3%</b>	<b>-1.2%</b>
Average monthly collection prior 3 yrs	1,628,424	1,476,497	945,627	550,244	574,927	2,338,567	2,514,667	2,294,032	2,092,960	1,224,256	602,945	987,645	17,230,790
Average Monthly collection as % of Full Year	9.5%	8.6%	5.5%	3.2%	3.3%	13.6%	14.6%	13.3%	12.1%	7.1%	3.5%	5.7%	100.0%
Average YTD collection as % of Full Year	9.5%	18.0%	23.5%	26.7%	30.0%	43.6%	58.2%	71.5%	83.7%	90.8%	94.3%	100.0%	

**2. TOT Budget and Estimates (FY 2018-19)**

<b>FY 18-19 BUDGETED full-year revenue</b>	Rate	<b>13,500,000</b>	<b>Estimated Reserves (*)</b>
less Tourism	18.08%	2,440,000	\$ 287,499
less Housing	6.54%	882,692	\$ 103,989
less Transit	6.54%	882,692	\$ 103,989
Net to Town's General Fund		<b>9,294,615</b>	

\* Based on performance to budget YTD, final reserve account balances will be determined by actual performance to budget at completion of Fiscal Year

<b>FY 18-19 BUDGETED monthly revenue</b>	<b>Quarter Total: 2,978,000</b>			<b>Quarter Total: 2,781,000</b>			<b>Quarter Total: 5,539,000</b>			<b>Quarter Total: 2,202,000</b>			<b>13,500,000</b>
	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Full-Yr Total</b>
	1,175,000	1,062,000	741,000	431,000	450,000	1,900,000	2,050,000	1,850,000	1,639,000	950,000	472,000	780,000	13,500,000

<b>FY 18-19 ACTUAL collection</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>YTD</b>
	1,758,759	1,500,051	990,203	627,214	573,191	-	-	-	-	-	-	-	5,449,418

<b>FY 18-19 Differences: Budget vs Actuals YTD</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>YTD</b>
	583,759	438,051	249,203	196,214	123,191	(1,900,000)	(2,050,000)	(1,850,000)	(1,639,000)	(950,000)	(472,000)	(780,000)	(8,050,582)
<b>Percent over/(under) budget</b>	50%	41%	34%	46%	27%	-100%	-100%	-100%	-100%	-100%	-100%	-100%	-60%

Cumulative difference to date: **1,590,418** **41%**

Cumulative actual to last year actual difference to date: **(138,685)** **-2%**

**Estimated TBID Revenue Fiscal 2018-19**

<b>LODGING ALL</b>	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL	% of Total
Est. TOT Revenue	\$ 1,500,000.00	\$ 1,100,000.00	\$ 570,000.00	\$ 285,000.00	\$ 300,000.00	\$ 1,700,000.00	\$ 1,750,000.00	\$ 1,700,000.00	\$ 1,350,000.00	\$ 750,000.00	\$ 300,000.00	\$ 525,000.00	\$ 11,830,000.00	
Est. Total Revenue	\$ 11,538,461.54	\$ 8,461,538.46	\$ 4,384,615.38	\$ 2,192,307.69	\$ 2,307,692.31	\$ 13,076,923.08	\$ 13,461,538.46	\$ 13,076,923.08	\$ 10,384,615.38	\$ 5,769,230.77	\$ 2,307,692.31	\$ 4,038,461.54	\$ 91,000,000.00	
Est. TBID Revenue @1%	\$ 100,000.00	\$ 110,000.00	\$ 75,000.00	\$ 45,000.00	\$ 45,000.00	\$ 155,000.00	\$ 190,000.00	\$ 165,000.00	\$ 115,000.00	\$ 50,000.00	\$ 30,000.00	\$ 60,000.00	\$ 1,140,000.00	
Actual Revenue	\$ 134,926.94	\$ 109,601.02	\$ 76,448.64	\$ 51,110.89	\$ 43,791.27								\$ 415,878.76	33%
<b>Retail</b>	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL	
Est. Total Revenue	\$ 5,220,051.00	\$ 6,051,785.00	\$ 2,972,738.00	\$ 1,554,737.00	\$ 1,717,295.00	\$ 10,876,042.00	\$ 10,641,943.00	\$ 10,441,578.00	\$ 8,588,405.00	\$ 5,156,821.00	\$ 1,997,993.00	\$ 2,908,113.00	\$ 68,127,501.00	
Est. TBID Revenue @ 1.5%	\$ 80,000.00	\$ 100,000.00	\$ 65,000.00	\$ 40,000.00	\$ 70,000.00	\$ 165,000.00	\$ 150,000.00	\$ 145,000.00	\$ 100,000.00	\$ 50,000.00	\$ 40,000.00	\$ 65,000.00	\$ 1,070,000.00	
Actual Revenue	\$ 106,722.40	\$ 106,135.18	\$ 77,053.71	\$ 50,590.39	\$ 67,327.57								\$ 407,829.25	33%
<b>Restaurant</b>	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL	
Est. Total Revenue	\$ 3,619,981.00	\$ 4,196,769.00	\$ 2,061,523.00	\$ 1,078,173.00	\$ 1,190,903.00	\$ 7,542,277.00	\$ 7,379,934.00	\$ 7,240,986.00	\$ 5,955,855.00	\$ 3,576,132.00	\$ 1,385,560.00	\$ 2,016,707.00	\$ 47,244,800.00	
Est. TBID Revenue @1.5%	\$ 80,000.00	\$ 95,000.00	\$ 70,000.00	\$ 45,000.00	\$ 55,000.00	\$ 125,000.00	\$ 130,000.00	\$ 150,000.00	\$ 125,000.00	\$ 50,000.00	\$ 40,000.00	\$ 50,000.00	\$ 1,015,000.00	
Actual Revenue	\$ 98,671.94	\$ 89,779.64	\$ 71,862.95	\$ 49,472.18	\$ 47,277.94								\$ 357,064.65	29%
<b>MMSA Lift &amp; Ski School</b>	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL	
Est. Total Revenue	\$ 500,000.00	\$ 500,000.00	\$ 700,000.00	\$ 500,000.00	\$ 5,000,000.00	\$ 13,000,000.00	\$ 13,000,000.00	\$ 13,500,000.00	\$ 13,800,000.00	\$ 7,300,000.00	\$ 1,800,000.00	\$ 200,000.00	\$ 69,800,000.00	
Est. TBID Revenue @2%	\$ 25,000.00	\$ 18,000.00	\$ 20,000.00	\$ 30,000.00	\$ 100,000.00	\$ 250,000.00	\$ 250,000.00	\$ 225,000.00	\$ 200,000.00	\$ 150,000.00	\$ 30,000.00	\$ 5,000.00	\$ 1,303,000.00	
Actual Revenue	\$ 21,096.70	\$ 18,232.09	\$ 3,610.98	\$ 100.62	\$ 19,592.04								\$ 62,632.43	5%

Est. Monthly TBID Revenue	\$ 285,000.00	\$ 323,000.00	\$ 230,000.00	\$ 160,000.00	\$ 270,000.00	\$ 695,000.00	\$ 720,000.00	\$ 685,000.00	\$ 540,000.00	\$ 300,000.00	\$ 140,000.00	\$ 180,000.00	\$ 4,528,000.00
ACTUALS by Month	\$ 361,417.98	\$ 323,747.93	\$ 228,976.28	\$ 151,274.08	\$ 177,988.82	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,243,405.09
Forecast vs. Actual	\$ 76,417.98	\$ 747.93	\$ (1,023.72)	\$ (8,725.92)	\$ (92,011.18)	\$ (695,000.00)	\$ (720,000.00)	\$ (685,000.00)	\$ (540,000.00)	\$ (300,000.00)	\$ (140,000.00)	\$ (180,000.00)	\$ (3,284,594.91)
Cumulative est TBID Revenue	\$ 285,000.00	\$ 608,000.00	\$ 838,000.00	\$ 998,000.00	\$ 1,268,000.00	\$ 1,963,000.00	\$ 2,683,000.00	\$ 3,368,000.00	\$ 3,908,000.00	\$ 4,208,000.00	\$ 4,348,000.00	\$ 4,528,000.00	
YTD Actual Cumulative	\$ 361,417.98	\$ 685,165.91	\$ 914,142.19	\$ 1,065,416.27	\$ 1,243,405.09	\$ 1,243,405.09	\$ 1,243,405.09	\$ 1,243,405.09	\$ 1,243,405.09	\$ 1,243,405.09	\$ 1,243,405.09	\$ 1,243,405.09	
Difference Projected to Actual	\$ 76,417.98	\$ 77,165.91	\$ 76,142.19	\$ 67,416.27	\$ (24,594.91)	\$ (719,594.91)	\$ (1,439,594.91)	\$ (2,124,594.91)	\$ (2,664,594.91)	\$ (2,964,594.91)	\$ (3,104,594.91)	\$ (3,284,594.91)	
% Difference to Actual	26.81%	12.69%	9.09%	6.76%	-1.94%	-36.66%	-53.66%	-63.08%	-68.18%	-70.45%	-71.40%	-72.54%	
Actual 2017-18	\$ 280,150.34	\$ 329,200.01	\$ 243,966.07	\$ 175,496.95	\$ 306,971.60	\$ 730,347.86	\$ 733,204.45	\$ 675,642.95	\$ 768,730.60	\$ 403,124.85	\$ 174,381.08	\$ 258,554.67	\$ 5,079,771.43
\$ Difference YOY	\$81,267.64	(\$5,452.08)	(\$14,989.79)	(\$24,222.87)	(\$128,982.78)	(\$730,347.86)	(\$733,204.45)	(\$675,642.95)	(\$768,730.60)	(\$403,124.85)	(\$174,381.08)	(\$258,554.67)	
% Difference YOY	29%	-2%	-6%	-14%	-42%	-100%	-100%	-100%	-100%	-100%	-100%	-100%	
Cumulative YOY Change	\$ 76,417.98	\$ 77,165.91	\$ 76,142.19	\$ 67,416.27	\$ (24,594.91)	\$ (719,594.91)	\$ (1,439,594.91)	\$ (2,124,594.91)	\$ (2,664,594.91)	\$ (2,964,594.91)	\$ (3,104,594.91)	(\$3,363,149.58)	