



Mammoth Lakes Tourism Monthly Board Meeting

Wednesday – February 6, 2019 - 1:00-3:00pm in Suite Z

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

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 January 10th - **attached**
- f. **New Business**
 1. Government Shutdown/Welcome Center Update
 2. 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
 3. Air Service Marketing Executive Summary – **15 minutes - attached**

JetSuiteX

- a. Exceeding or in line with benchmarks – total impressions from Facebook 6,053,000
- b. CTR and CPC both well exceeded benchmarks
- c. Continue co-op opportunities as they allow for real-time optimization and brand flexibility
- d. Working with JetSuiteX to correlate ad spending with booking data

United Airlines

- a. Direct United placements falling slightly behind benchmarks when compared to MLT direct ad placements – total impressions from Facebook 6,062,000
- b. CTR and Engagement Rate are above benchmark on awareness, but behind on conversion
- c. Complete co-op cycle with United for 2018-19 winter routes while continuing to push United team to optimize the program
- d. Continue to work with United to develop a booking widget to integrate into www.VisitMammoth.com for better user experience with MLT placed ads, as well as work on integrating landing pages for air campaigns
- e. Per United team recommendation, update efforts to be 70% awareness and 30% direct response as new routes benefit more from awareness support.
- f. Consider lifting specific marketing budget allotments in turn for one fund for any qualified users across all markets

Overall

- a. Consider an air program specific video with partners for future awareness layer usage

4. Event Site update – Paul Rudder – **10 minutes**

5. Board Seats – **5 minutes**

- a. Discussion of upcoming terms ending June 2019 and process for consideration
- b. Paul Rudder's at-large seat (2 year term)
- c. Appointed Chamber seat will change over from Brent Truax to Jeremy Goico at July board meeting

g. **Department Updates** – A brief recap of past, current and future efforts of each department - **20 minutes**

Lara Kaylor – Communications

Ken Brengle – Chamber of Commerce

Caroline Casey – Special Events

Michael Vanderhurst – International Sales

Matt Gebo – Marketing

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

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

i. **Financial Reports** – An update regarding the financial health of the organization – **15 Minutes**

1. 2018 Summer Air Subsidy

- a. Paid \$654,678 (\$523,742.40 from TBID and \$130,935.60 from Measure A)
- b. We received \$50,000 in support from Mono County
- c. We had \$640,000 budgeted in TBID and \$150,000 budgeted in Measure A
- d. Savings of \$116,257.60 in TBID and \$19,064.40 in Measure A
- e. Annual cap with Alaska Airlines of \$1,650,000 for year-round LAX flight

2. Preliminary Budget Discussions and Timeline

- a. Preliminary internal budget meeting held with MLT directors Friday 2/1
- b. Strategy meeting with MLT board, staff and agencies early March
- c. First pass of 2019-20 budget for review – tentatively April 3rd board meeting
- d. Final approval of 2019-20 budget – tentatively May 1 board meeting

3. TOT & TBID – review previous months results – **TOT and TBID info attached**

- a. TOT December \$2,593,370 which is +\$698,370 and +37% to budget. +\$235,965 and 10% to LY
- b. YTD TOT is +\$2,297,853 and 40% ahead of budget and +\$106,345 and +1% to LY YTD
- c. TBID for December \$838,052 which is +\$143,052 and +21% to budget
- d. YTD TBID is \$2,095,487 on a budget of \$1,963,000 so we are +\$132,487 and +6.7%

4. Cash Flow and CDARS info – discussion of current bank balances & reserve account activity

- a. CDARS Balances Measure A \$800,348.40 & TBID \$2,001,539.43
- b. Measure A Checking = \$1,638,203.48 (includes Q3 TOT payment from TOML)
- c. Measure A Savings = \$5,011.96
- d. TBID Checking = \$747,583.04
- e. TBID Savings = \$5,007.40

5. Joint Bucket Funds – estimated balance in the MLT/ Town Council Joint Reserve Account
 - a. \$415,381 FY through November 2018
6. P&L Reports – Questions from the board regarding MLT financials

j. Mammoth Resorts Update – Eric Clark – 5 minutes

k. Key Takeaways

- a. TOT December \$2,593,370 which is +\$698,370 and +37% to budget. +\$235,965 and 10% to LY
- b. YTD TOT is +\$2,297,853 and 40% ahead of budget and +\$106,345 and +1% to LY YTD
- c. TBID for December \$838,052 which is +\$143,052 and +21% to budget
- d. YTD TBID is \$2,095,487 on a budget of \$1,963,000 so we are +\$132,487 and +6.7%

Future Meeting Dates:

Next scheduled Board Meeting for **Wednesday, March 6, 2019**



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

Meeting Agenda

- a. **Call Meeting to Order** – Scott McGuire, Board Chairman, called the meeting to order at 1:05 p.m.
- b. **Roll Call** – Present: Scott McGuire, Brent Truax, John Morris, Sean Turner, Kirk Schaubmayer, Michael Ledesma (arrived at 1:17 pm), Mayor Cleland Hoff, Eric Clark and Paul Rudder.
- c. **Board Member Comments** –
 - a. There was a request from the Board for an update regarding Mammoth Lakes Recreation (MLR). Scott McGuire gave an update to the Board. Several changes to the organization: Tom Johnson, previously the Chairman of the MLR Board, has left Mammoth Lakes and David Page has been appointed Chair. Kim Anaclerio has joined the staff of MLR, replacing Emily Woods. MLR has filled the Eastern Sierra Sustainable recreation position. Executive Director Matt McClain is currently out with a health issue. There are also two Board seats open on the MLR Board – one from the Ski area, and one representing the Hispanic community. Sean Turner asked for an update on the Disc golf course. Scott McGuire gave an update on that process.
- d. **Public Comment** – None.
- e. **Minutes** – Approval of board meeting minutes from December 13th -
ACTION: It was moved by Brent Truax, seconded by Mayor Cleland Hoff, and carried by a 8-0 voice vote with Board member Michael Ledesma absent, to approve the minutes of December 13th, 2018 regular meeting.
- 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) – *(Michael Ledesma arrived at 1:17 pm during the presentation)*
 - a. This same presentation will be given to Town Council at the next meeting. Hayes Haislip gave an overview of the history of the project and phase 1, currently being worked on, and future phases/timeline for installation.
- 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: 7 day a week coverage in our office; Thanks to Gordon Martin for working with us to continue Visitor services; Thanks to Jeff Gabriel and ESIA for staffing; Thanks to our cleaning team Ms. Clean for taking the bathrooms; Thanks to Town for helping plow our parking lots.
 3. Updates from Internal ad hoc committee meetings –
 - a. MLT By Laws – Paul (lead) Scott, Brent and Cleland – no update
 - b. MLT & TOML Contract - Scott (lead) Paul & Eric – no update; Dan Holler is out until January 25th – Dan would like to take contract, that council has already seen, to council to make it a multi-year. Still more details to work out.
 - c. TBID Survey – Sean (lead), Michael & Kirk – no update
 4. Operation Snow Blitz – John Urdi reviewed the performance of campaign below. After the Board members had a discussion about their own business performance during the holidays.
 - 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 -

Lara Kaylor – Communications update: 3 USSA athletes, all former Olympians, producing winter content for The Crib. Clif Bar has a ski team that may come to stay in The Crib in late February or March – big ski names. Winter going well. Lots of media visits over the last month and through this month.

Ken Brengle – Chamber of Commerce update: Jeremy Goico was elected by the Chamber board to fill the Chamber seat on the MLT Board at the July 3rd Board of Directors meeting. Working on Workforce housing plan in conjunction with Town efforts based on what the Housing Action plan identified for the Chamber to do. Successful virtual job fair this fall. Will also be looking to do one in the spring for summer employees.

Also, ribbon cutting for new owner of Tailwaggers at 4:30 p.m.

Caroline Casey – Special Events update: reviewed status of special events since she started and applications for funding process. Reviewed other activities like 365 days of awesome poster and other initiatives for summer. Posters to be distributed starting next week sometime.

Michael Vanderhurst – International Sales Update: reviewed incoming FAMs, as well as communications around the globe about snow and ikon pass.

Matt Gebo – Marketing Update: reviewed status since coming on board, replacing Josh’s position.

The Board moved to item j. Financial Reports following department updates.

i. Executive Director Performance Review and Contract – John Morris gave an update to the Board. Distributed copies of review questionnaire to members of the Board.

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.

The Board had a discussion regarding the Executive Director’s performance review for FY17/18, ending June 2018. John Morris reviewed a proposal for bonus based on last year’s TOT collections. The Board had a discussion about the Executive Director review, contract and bonus, including possible new metrics for the Executive Director. Paul Rudder asked that the Board’s legal team review the possibility of a discretionary bonus, given the funds are public.

ACTION: It was moved by Eric Clark, seconded by Mayor Cleland Hoff, and carried by a 9-0 voice vote, to ask the Performance Review Committee to research previous discussions on new metrics, work with Executive Director on form and function of new metrics, and reach out to legal counsel on question regarding a discretionary bonus of public funds and come back to the Board with a secondary recommendation.

The committee consists of John Morris, Sean Turner, Eric Clark and Paul Rudder; Brent Truax and Michael Ledesma assisted in the last meeting as they had previously been working on the contract language. Paul Rudder stated it would be more important to have Michael Ledesma or Brent Truax take his place, since they had previously been engaged in these conversations. Michael Ledesma agreed to fill Paul Rudder’s seat.

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

1. TOT & TBID –
 - 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

The Board went into Closed session at 2:04 p.m. Prior to entering closed session, Board Chairman Scott McGuire noted that after closed session the Board would come back to discuss item i. Executive Director Performance Review and Contract. Treasurer Sean Turner recused himself from discussions due to his ongoing negotiations regarding use of the Woodsite for his Bluesapalooza event.

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
- d. The meeting reconvened at 2:48 p.m. Chairman Scott McGuire stated there was nothing to report from closed session. The Board then moved to item i. Executive Director Performance Review and Contract.

l. Mammoth Resorts Update – Eric Clark – New eatery on the mountain: lunchbox at Chair 4. Escalators are a big hit at Canyon Lodge. Lots of assessment happening with the IKON pass but in general great success.

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 *The next scheduled Board Meeting is for Wednesday, February 6th, 2019; The wrong year was published at the time the agenda was published.*

The meeting adjourned at 3:29 p.m.

January 28, 2019

Client: Mammoth Lakes Tourism
To: John Urdi, Executive Director & Matt Gebo, Director of Marketing
Re: FY18/19 Air Service Campaign (11/5/18-2/25/19)

Executive Summary

Air Service support continues to grow in priority for the Town of Mammoth Lakes and Mammoth Lakes Tourism (MLT). MeringCarson (MC) has partnered with MLT since FY16/17 to integrate paid support into seasonal programs and implement air service route specific programs (ie. SFO via United in Winter of 16/17). These Air Service programs aim to generate Awareness, Consideration and Intent to fly to Mammoth Lakes.

Air Service in general provides some challenges to the destination, including limited flight service, low awareness of providers, weather delays/cancellations, etc. that paid media cannot overcome. Measurement on the success of paid programming for air support has also been historically challenging. While past programs driving to the MLT website have shown positive engagement and hit benchmarks, they do not provide the ability to see return on ad spend (ROAS). In an effort to test new paths forward for the MLT air program, MLT/MC embarked on first ever Co-Op programs with providers JetSuiteX and United Airlines to determine if cooperative efforts work to further support the other initiatives.

The following memo details performance more than halfway through the Winter 18/19 program. A full report and recommendation will be provided at campaign end.

The overarching goal of this Co-Op test is to take learnings from the various ways MLT/MC has approached air service paid support in the past few years (seasonal campaign integration, MLT direct placements, Co-Op programs) and determine the best path forward for the future of paid flight support programming.

Reporting Range: 11/5/18-1/25/19

Early Learnings/Recommendations:

- JetSuiteX
 - Exceeding or in line with benchmarks
 - Continue Co-Op opportunities with JetSuiteX, as they allow for real-time optimization and brand flexibility
 - Work with JetSuiteX to correlate ad spend to booking data (ROAS)
- United Airlines
 - Direct United placements falling behind most benchmarks when compared to MLT direct ad placements
 - Complete Co-Op cycle with United for 2018/19 Winter routes with optimizations detailed below; continue to push United team to optimize program
 - Continue to push United for booking widget opportunities to integrate into MLT website for better user experience with MLT placed ads

Optimizations:

- JetSuiteX
 - None at this time; MC team to continue to monitor and optimize directly
- United
 - Per United team recommendation, update efforts to be a 70% awareness/30% direct response split, as new routes benefit from more awareness support
 - Consider lifting specific market budget allotments in turn for one pot of money for any qualified user across all markets
 - Modify ad copy to address that United is the only flight to Mammoth Lakes from LAX/SFO by 1/30
- Overall
 - Continue to optimize MLT air service landing pages to provide the best user experience
 - Consider an air program specific video with partners for future Awareness layer usage

Action Items:

- MC team to push United Airlines to get campaign closer on par with benchmarks
- MLT to confirm if they want to maintain higher support in Denver with United Airlines or shift budget as one bucket to support all qualified users
- MLT to confirm if they are aligned to shift MLT paid Denver SEM to Facebook
- MLT to confirm if they can implement booking widget/module based on United Airlines developer information

Performance

FACEBOOK/INSTAGRAM (JETSUITEX CO-OP)

(11/5/18 - 1/13/19)

Facebook (Video Views)

- Impressions Delivered: 2,091,024 (Pacing 90% to goal) *Cost per Thousand Impressions (CPM) is half of what was benchmarked, which will affect view rate goals
- ThruPlay View Rate: 5% (benchmark of 10%)
- Cost Per ThruPlay: \$0.12 (benchmark of \$0.10)

Facebook (Consideration)

- Impressions Delivered: 1,810,917 (Pacing 81% to goal)
- CTR: 0.73% (benchmark of 0.50%)
- CPC: \$0.60 (benchmark of \$1.70)

Facebook (Intent)

- Impressions Delivered: 2,151,033 (Pacing 90% over goal)
- CTR: 0.76% (benchmark of 0.50%)
- CPC: \$0.75 (benchmark of \$3.40)

Facebook took a three-layer approach that mimicked JetSuiteX's strategy to increase awareness of routes to Mammoth Lakes and drive sales. Targeting used recent JSX site and purchase data layered with relevant interests/demographics in a 15 mile radius of the Burbank and Orange County airports.

360 video cut downs were used to raise awareness/increase interest in Mammoth Lakes as a winter destination with users in geos that fly direct to Mammoth. Users were remarketed with additional messaging in the Consideration and Intent layers, which offered users additional ideas for things to do in Mammoth Lakes (Consideration), as well as retail messaging (Intent).

Overall, the campaign has generated a frequency of 11, meaning every 3-4 days (thus far) a user sees an ad from Mammoth Lakes, which keeps Mammoth Lakes top of mind as a winter destination.

The Video Awareness layer is performing well. Impressions have been pacing beyond what was benchmarked allowing for us to generate far more impressions at our given budget than anticipated. Note this affects the view rate goal, as impressions are now almost double, leading the view rate to perform at about half of projected goal. The buying model is based on ThruPlay (15-second view) where we only pay for views that reach the 15-second threshold, which for these videos is roughly 50-75% of full length.

Both the Consideration and Intent layer are driving solid traffic to the various pages on the site. Consideration - comprised of Carousel Units driving users to blog posts - is surpassing its CTR and CPC goals. TOS is underperforming for what Mammoth Lakes Air Service programs typically see with these units at :18 seconds compared to :32 seconds. We'd recommend looking at better ways to merge the user experience from ad unit to landing page or develop more air program specific videos in the future. Intent is excelling in all metrics, however, not only surpassing its CTR & CPC goals, but generating a :46 seconds TOS.

Optimizations

- None at this time; MC team to continue to monitor and optimize directly

FACEBOOK/INSTAGRAM (UNITED AIRLINES CO-OP)

(12/3/18 - 1/1/19 prior to pause)

Facebook (Reach Objective)

- Impressions Delivered: 2,080,483
- Link CTR: 0.15% (benchmark of 0.10%)
- CPC: \$11.49 (benchmark of \$10)
- Engagement Rate: 0.22% (benchmark of 0.20%)
- AVG ROAS: \$0.02
 - DEN - \$0.04
 - LAX - \$0.02
 - SFO - \$0.00

Facebook (Conversion Objective)

- Impressions Delivered: 3,981,228
- Link CTR: 0.06% (benchmark of 0.20%)
- CPC: \$6.96 (benchmark of \$8)
- Engagement Rate: 0.11% (benchmark of 0.20%)
- AVG ROAS: \$0.15
 - DEN - \$0.07
 - LAX - \$0.23
 - SFO - \$0.15

United Airlines is running a multi-layered Facebook program that taps into proprietary United audience data. Various audience segments are being employed in order to test and optimize towards the greatest response. Audience segments consist of interest categories, search and past purchasing behaviors. Currently the Website Custom Audience LA to MMH is generating the strongest engagement, resulting in the most purchases and highest ROAS.

The program is running two Carousel Units, both featuring the 360 video. The video is currently generating an average \$0.19 CPV (view = 3 seconds).

We have the ability to report on conversions as the first Co-Op program run through an airline partner's platforms. ROAS will be the best indication of an effective program, but Key Performance Indicators traditionally used in programs will continue to be monitored - i.e CTR, CPC and Engagement Rate.

After many attempts to connect directly with the United Airlines team, during a scheduled call on Wednesday, January 23, MC noted concerns regarding low ROAS numbers. United confirmed these numbers are on par with results seen for support of other new routes. United's recommendation was that Awareness efforts should be prioritized at this time along with corresponding metrics. In response, MC will be pushing the United team to get the program closer to outlined benchmarks.

Optimizations

- Per United Airlines team recommendation, update efforts to be a 70% awareness/30% direct response split, as new routes benefit from more awareness support
- Consider lifting specific market budget allotments in turn for one pot of money for any qualified user across all markets
- Modify ad copy to address that United Airlines is the only flight to Mammoth Lakes from LAX/SFO by 1/30

SEM AIR SERVICE

(11/5/18 - 1/13/19)

- Impressions Delivered: 135,723 (n/a)
- CTR: 4.75% (benchmark of 3.25%)
- CPC: \$2.68 (benchmark of \$2.75)

Although the Denver market is underpacing overall SEM, performance is exceeding all benchmarks and showing superb engagement with a CTR nearly 50% higher than goal. As predicted, the CPC is on the higher end due to competition with the airline and OTA sites, though still under benchmarks.

Orange County is showing strong engagement and efficiency, driving the highest amount of traffic who then stays for the campaign's average amount of time on site. The LA market is showing the highest engagement on site of 1 minute 15 seconds, which is 33% higher than the campaign average.

SF is a large market but has lower engagement and efficiency as other markets. SF is similar to the generic SEM account.

Even with higher bids, the Denver market is having difficulty spending its daily budget due to either lack of awareness or interest as Denver already has many mountain towns/resorts. SEM is meant to capture those who have awareness or showing intent on wanting to learn more, so it may be too low funnel of a tactic for Denver.

Optimizations

- Shift Denver budget from SEM to Facebook

BUDGET SUMMARY

JetSuiteX Co-Op Facebook

Burbank/Orange County	\$31,745.39
Spend Total	\$31,745.39

United Airlines Co-Op Facebook

Denver	\$20,358.24
San Francisco	\$15,712.92
Los Angeles	\$14,360.49
Spend Total	\$50,431.65

SEM Air Service

Denver	\$1,258.29
San Francisco	\$3,990.30
Los Angeles	\$4,000.58
Burbank	\$3,993.03
Orange County	\$3,989.64
Spend Total	\$17,231.84

Estimated TBID Revenue Fiscal 2018-19

LOGGING ALL	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL	% of Total
Est. Total Revenue	\$ 1,500,000.00	\$ 1,100,000.00	\$ 570,000.00	\$ 285,000.00	\$ 300,000.00	\$ 1,700,000.00	\$ 1,700,000.00	\$ 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	\$ 109,401.02	\$ 76,448.64	\$ 51,110.89	\$ 47,654.12	\$ 209,956.33							\$ 629,691.76	10%
Resto!	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	\$ 50,596.39	\$ 74,838.34	\$ 186,158.60							\$ 601,595.62	25%
Restaurant	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL	
Est. Total Revenue	\$ 3,619,981.00	\$ 4,196,769.00	\$ 2,061,522.00	\$ 1,078,173.00	\$ 1,190,903.00	\$ 7,542,277.00	\$ 7,279,934.00	\$ 7,240,986.00	\$ 5,955,855.00	\$ 3,576,122.00	\$ 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	\$ 51,836.96	\$ 136,365.97							\$ 497,989.64	24%
MMSA L/JF & SJ School	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	\$ 3,618.98	\$ 100.62	\$ 19,592.04	\$ 303,578.21							\$ 366,216.64	17%
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	\$ 4,328,000.00	
ACTUALS by Month	\$ 361,417.98	\$ 323,747.93	\$ 228,976.28	\$ 151,274.08	\$ 192,018.46	\$ 838,052.93	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,095,487.66	
Forecast vs. Actual	\$ 76,417.98	\$ 747.93	\$ (623.72)	\$ (8,725.92)	\$ (77,981.54)	\$ 143,052.93	\$ (720,000.00)	\$ (685,000.00)	\$ (540,000.00)	\$ (300,000.00)	\$ (140,000.00)	\$ (180,000.00)	\$ (2,432,512.34)	
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	\$ 4,528,000.00	
YTD Actual Cumulative	\$ 361,417.98	\$ 685,165.91	\$ 914,142.19	\$ 1,065,416.27	\$ 1,257,434.73	\$ 2,095,487.66	\$ 2,095,487.66	\$ 2,095,487.66	\$ 2,095,487.66	\$ 2,095,487.66	\$ 2,095,487.66	\$ 2,095,487.66	\$ 2,095,487.66	
Difference Projected to Actual	\$ 76,417.98	\$ 77,165.91	\$ 76,142.19	\$ 67,416.27	\$ (10,565.27)	\$ 132,487.66	\$ (87,512.34)	\$ (1,272,512.34)	\$ (1,812,512.34)	\$ (2,112,512.34)	\$ (2,252,512.34)	\$ (2,432,512.34)	\$ (2,432,512.34)	
% Difference to Actual	26.81%	12.69%	9.09%	6.76%	-8.33%	6.75%	-21.90%	-37.78%	-46.38%	-50.20%	-51.81%	-53.72%		
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	881,267.64	(\$ 5,452.08)	(\$ 14,989.79)	(\$ 24,222.87)	(\$ 14,933.14)	\$ 107,705.07	(\$ 733,204.45)	(\$ 675,642.95)	(\$ 768,730.60)	(\$ 403,124.85)	(\$ 174,381.08)	(\$ 258,554.67)	(\$ 258,554.67)	
% Difference YOY	29%	-2%	-6%	-14%	-3%	15%	-100%	-100%	-100%	-100%	-100%	-100%	-100%	
Cumulative YOY Change	\$ 76,417.98	\$ 77,165.91	\$ 76,142.19	\$ 67,416.27	\$ (10,565.27)	\$ 132,487.66	\$ (87,512.34)	\$ (1,272,512.34)	\$ (1,812,512.34)	\$ (2,112,512.34)	\$ (2,252,512.34)	\$ (2,432,512.34)	\$ (2,432,512.34)	

Transient Occupancy Tax

Collection through January 2019

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	6.8%	14.0%	18.2%	20.7%	23.6%	38.7%	56.3%	72.8%	85.6%	93.7%	96.2%	100.0%	100.0%
2007-2008	690,020	850,958	382,541	191,050	202,902	1,533,030	1,926,497	1,890,372	1,731,631	612,561	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%	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%	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%	21.4%	21.4%	23.4%	40.0%	56.0%	72.1%	84.2%	93.4%	96.3%	100.0%	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%	22.0%	22.0%	24.7%	42.1%	57.1%	72.1%	84.0%	92.8%	96.0%	100.0%	100.0%
2011-2012	947,525	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%	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%	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%	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%	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%	100.0%
2016-2017	1,716,810	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%	100.0%
2017-2018	1,753,735	1,570,110	1,050,037	612,877	601,849	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%	100.0%
2018-2019	1,758,759	1,500,164	990,518	627,614	581,428	2,598,370	-	-	-	-	-	-	8,056,853
YTD collection as % of Full Year	21.8%	40.4%	52.7%	60.5%	67.7%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
% change from prior year	0.3%	-4.5%	-5.7%	2.4%	-3.3%	10.0%	-5.3%	-12.4%	15.8%	-22.3%	-9.7%	11.3%	-1.2%
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%	100.0%

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

FY 18-19 BUDGETED full-year revenue	Rate	13,500,000	Estimated Reserves (*)										
less Tourism	18.08%	2,440,000	\$ 415,381										
less Housing	6.54%	882,692	\$ 150,244										
less Transit	6.54%	882,692	\$ 150,244										
Net to Town's General Fund		9,294,615											
			* Based on performance to budget YTD, final reserve account balances will be determined by actual performance to budget at completion of Fiscal Year										
FY 18-19 BUDGETED monthly revenue	Quarter Total: 2,978,000	Quarter Total: 2,781,000	Quarter Total: 5,539,000	Quarter Total: 2,202,000	13,500,000								
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Full-Yr Total
	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
FY 18-19 ACTUAL collection	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	1,758,759	1,500,164	990,518	627,614	581,428	2,598,370	-	-	-	-	-	-	8,056,853
FY 18-19 Differences: Budget vs Actuals YTD	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	583,759	438,164	249,518	196,614	131,428	698,370	(2,050,000)	(1,850,000)	(1,639,000)	(950,000)	(472,000)	(780,000)	(5,443,147)
Percent over/(under) budget	50%	41%	34%	46%	29%	37%	-100%	-100%	-100%	-100%	-100%	-100%	-40%
	Cumulative difference to date:						2,297,853	40%					
	Cumulative actual to last year actual difference to date:						106,345	1%					