



Mammoth Lakes Tourism Monthly Board Meeting

Wednesday, August 1, 2018 - 1:00-3:00pm in Suite Z

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

https://www.dropbox.com/sh/zxanpoyiv7mwd9t/AAB-aHpEDShkXC2UnH79_hRJa?dl=0

Meeting Agenda

1. **Call Meeting to Order – Scott McGuire, Board Chairman**
2. **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),
3. **Welcome Mayor Cleland Hoff to the MLT Board of Directors**
4. **Board Member Comments/Board External Committee Reports/Agenda Additions**
5. **Public Comment –** Please limit to three minutes or less
6. **Minutes –** Approve meeting minutes from July 3, 2018 BOD meeting – **attached**
7. **New Business**
 1. Air Service update – **15 minutes**
 - a. United Airlines - Los Angeles, CA
 - i. Once daily flights Los Angeles departing LAX at 2:40pm arriving MMH at 3:56pm then departing MMH at 4:40pm and arriving LAX at 6:10pm
 - ii. CRJ-700 – 70 passenger plane
 - iii. December 1, 2018 – November 30, 2019 – DAILY - no minimized 4-day per week) service
 - iv. Strong connecting flights in and outbound (connectivity by market – **attached**)
 - b. United Airlines - San Francisco, CA
 - i. Once daily flights San Francisco departing SFO at 9:20am arriving MMH at 10:29am then departing MMH at 11:05am and arriving SFO at 12:17pm
 - ii. CRJ-700 – 70 passenger plane
 - iii. December 19, 2018 – March 30, 2019
 - iv. VERY strong connecting flights in and outbound (connectivity by market – **attached**)
 - c. United Airlines - Denver, CO
 - i. Once daily flights Denver departing DEN at 11:30am arriving MMH at 12:50pm then departing MMH at 1:40pm and arriving DEN at 4:50pm (note 1 hour time difference)
 - ii. CRJ-700 – 70 passenger plane
 - iii. December 19, 2018 – March 30, 2019
 - iv. VERY strong connecting flights in and outbound (connectivity by market – **attached**)
 - d. JetSuiteX - Burbank, CA – still to be finalized
 - i. Four-day-per-week service (Thursday, Friday, Sunday and Monday) departing BUR at 3:30pm arriving MMH at 4:40pm departing MMH at 5:10pm and arriving BUR at 6:20pm
 - ii. ERJ135 – 30 passenger plane (reconfigured 50 passenger plane) – non-TSA
 - iii. Schedule TBD
 - iv. First class scheduled charter experience for not much more than commercial

- e. JetSuiteX – Orange County, CA (John Wayne Airport) – still to be finalized
 - i. Four-day-per-week service (Thursday, Friday, Sunday and Monday) departing SNA at 2:40pm arriving MMH at 4:00pm departing MMH at 4:30pm and arriving SNA at 5:50pm
 - ii. ERJ135 – 30 passenger plane (reconfigured 50 passenger plane) – non-TSA
 - iii. Schedule TBD
 - iv. First class scheduled charter experience for not much more than commercial
 - f. JetSuiteX – Oakland, CA – still to be finalized
 - i. Potential for Four-day-per-week service (Thursday, Friday, Sunday and Monday)
 - ii. Schedule TBD
 - g. JetSuite X agreement
 - i. MLT to sign agreement with JetSuiteX
 - ii. MLT will be responsible for air subsidy for JetSuiteX routes (upfront payments)
 - iii. Discussion and **vote** on policy and direction to direction for MLT staff to contract and pay for JetSuite X service within our existing budgeted subsidy amounts.
 - h. Still exploring Carlsbad/San Diego area service for winter 2018-19
 - i. JetSuiteX
 - ii. California Pacific (commercial)
2. TBID update – **5 minutes**
 - a. New 5-year TBID begins September 1, 2018
 - b. Appeals will be accepted starting September 1st
 - c. Ad hoc committee of MLT board members
 - d. Outreach to appealed businesses from 2013-2018
 3. Director of Special Events Position Update – **10 minutes**
 - a. First round of interviews completed with 12 candidates
 - b. Second round of interviews with board members - first and second week of August
 4. Wayfinding Signage update – **15 minutes**
 - a. Working with TOML to get project off the ground
 - b. Design and order this fall – install spring 2019
 - c. MLT board to confirm \$\$\$ commitment to the program \$350,000 as of 6-7-18
 - d. Develop any deliverables or metrics tied to funding allocation
 - e. Discussion and **vote** on funding and deliverables
 5. MLT and TOML Contract – 30 minutes
 - a. Closed Session
 - b. Discussion and **vote** on one-year extension of MLT contract as proposed by TOML
 6. Executive Director contract – 20 minutes
 - a. Closed Session
 - b. Discussion and **vote** on contract extension
 7. Chairman report out on closed session items

8. MLT Team Presentation Schedule

8. August 1st Air Service Marketing Strategy Discussions
 - i. Recap joint MLT and MMSA agency meeting July 30th
 - ii. Embark Aviation and Mering Carson Agencies
 - iii. Strategic Partnerships
 - iv. Ikon pass holder outreach
 - v. Discussion and **vote** on any additional funding request for 2018-19 air service marketing

9. Department Updates – A brief recap of past, current and future efforts of each department - 5 minutes each

- a. Marketing – Whitney Lennon
- b. Sales - Michael Vanderhurst
- c. PR/Communications – Lara Kaylor
- d. Chamber of Commerce – Ken Brengle

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

1. TOT & TBID – review previous months results – **TOT info attached**
 - a. TOT for June \$1,029,525 which is +\$358,925 and +53.5%% to budget +\$103,028 and 11.1% to LY
 - b. TBID numbers for June TBD
2. Cash Flow and CDARS info – discussion of current bank balances and reserve account activity
 - a. CDARS Balances Measure A \$1.15m & TBID \$2.5m (will likely need to cash out some TBID funds to pay winter air subsidy 2017-18 due to current cash flow)
 - b. Measure A Checking = \$763,082.37
 - c. Measure A Savings = \$5011.20
 - d. TBID Checking = \$1,048,655.36
 - e. TBID Savings = \$5006.64
3. Joint Bucket Funds – estimated balance in the MLT/ Town Council Joint Reserve Bucket
 1. \$967,602
4. P&L Reports – not available

11. Mammoth Resorts Update – Eric Clark – 5 minutes

12. Key Takeaways

1. June came in at \$1,029,525 which is a **new all-time record high for the month**
2. YTD TOT is +\$5,362,689 to 17-18 TOT budget YTD and -\$238,774 to the previous record (2017) -1%
3. YTD TOT is \$17,852,689 which is TOML's second best TOT year ever

Future Meeting Dates: Next scheduled Board Meeting for **Wednesday September 5, 2018** from 1-3:00pm Suite Z



Mammoth Lakes Tourism Monthly Board Meeting

Tuesday*, July 3, 2018 - 1:00-3:00pm in Suite Z

***Please note new day due to July 4th holiday falling on Wednesday**

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

https://www.dropbox.com/sh/zxanpoyiv7mwd9t/AAB-aHpEDShkXC2UnH79_hRJa?dl=0

Meeting Agenda

1. **Call Meeting to Order – Brent Truax, Board Chairman**, called the meeting to order at 1:04pm
2. **Roll Call** – Present - Brent Truax, John Morris, Kirk Schaubmayer, Michael Ledesma, Colin Fernie, Sean Turner, Eric Clark, Paul Rudder, Scott McGuire.
3. **Board Member Comments/Reports/Agenda Additions-**
 - a. Brent Truax asked for any objections from the Board in moving up item 5.a, the nomination of the at-large seat. The Board will come back later for 5.b. John Morris gave a report from the nominating committee, which included John Morris, Brent Truax and Michael Ledesma. Interviewed Scott McGuire and Dawn Vereuck. The third applicant Gary Morgan withdrew for personal reasons. Good interviews, good conversation; recommendation is for Scott McGuire to remain in the seat. Brent Truax asked for any discussion related to the recommendation. Paul Rudder made a motion to reappoint Scott McGuire; Michael Ledesma gave a second. Sean Turner asked for clarity on the process, as well as in the future he would like to see a bio on the applicants that come before us; he would like to vote based on more information and not just the recommendation of the nominating committee. Brent Truax stated that previously the Board voted to appoint the nominating committee, and give them the duty of reviewing applicants and coming back to the full Board with a recommendation. It is now the Board's decision to accept or reject that recommendation. Sean Turner formally requests that the Board reviews the procedure before we have another Board seat come up. Paul Rudder withdraws his original motion to consider conversation on Sean's point. Paul Rudder stated that he agreed with Sean's point and would like more information about all the applicants. Scott McGuire stated, after being through the process he agreed some refinement and clarity for the application and re-application process would be good. Brent Truax stated that the Board probably needs to re-visit the bylaws to make sure the nomination process is clear, as bylaws currently state a nominating committee is formed and the Board reviews and votes on their recommendation. The Board agreed more clarity is necessary for the future. Paul Rudder re-motivated to accept the recommendation for the nominating committee. Michael Ledesma stated his second stands. Brent Truax abstained from voting. Unanimously approved.
 - b. Brent Truax returned to Board Member comments/reports/agenda additions; Paul Rudder stated the item he is concerned about is not on the agenda, but he would like the Board to consider writing a letter to the Town Council, asking the Town Council to ask the Forest Service to reconsider their criteria for how they decide which fires to put out and when. Over the last few years' smoke has become a major health hazard in our area; Paul Rudder stated that smoke that descends on inhabited places is not a criteria the Forest Service uses when deciding whether or not to put a fire out. Sensitive people in Mammoth Lakes really have a hard time, and eventually that has an affect on the general health of the community and tourism. While we can't ask them to put out every fire, we can ask them to take health hazards into consideration. Colin Fernie added that his understanding is the Town has already been in contact with the Forest Service in an informal manner to discuss that issues, and that the Forest Service will be coming before Town Council with a presentation on fire management. Paul Rudder stated that it wouldn't hurt for the Town Council to have the support of the community. Michael Ledesma stated he agreed but felt it should be more than one or two organizations that support the Town.
 - c. Sean Turner asked that he get more detail on the agendas, additionally he would like to see staff reports on each agenda item.

- d. Brent Truax made an announcement about tomorrow's 4th of July parade and changes to the route on Main Street. Barricades moved into the road and letting people sit on the road; focus on safety. Thanks to Andrea Walker for help organizing and coordinating, in addition to Jessica Kennedy with the Chamber.

4. Public Comment –

- a. Lynda Salcedo, encourage you to connect with the Public Health department on the air quality issue.
- b. Jessica Kennedy, Assistant Director of Mammoth Lakes Chamber of Commerce, thanks to Brent for his efforts working on the parade as well. Thanks to Peter Corcoran of Sierra Event Management. Full information on the parade is located on the Chamber's website, mammothlakeschamber.org. Right after the National anthem we will have a flyover from an F-18 jet. Sean Frank helped coordinate.

5. Minutes – Approve meeting minutes from June 6, 2018 BOD meeting –

- a. John Morris made a motion to approve the minutes from the June 6th meeting. Colin Fernie seconded the motion. Unanimously approved.

6. Presentation – Andrew Kastor – Mammoth Track Club – The Board heard a presentation from the Mammoth Track Club representative Andrew Kastor; thank you to MLT for your support of Mammoth Track Club and bringing people into town; summer recreation in Mammoth is at an all time high. MTC is right in the middle of an Olympic cycle. In two years, we will have Track and Field trials, as well as the marathon trials. Working to shore up the team. Andrew Kastor presented the Brent Truax with a plaque of appreciation.

7. New Business

1. Budget and Marketing Plan update – John Urdi gave an update to the Board on budget; met with accountants as well as our auditors to work on the way expense hit the budget; to fix issues causing the budget to show underspent/timing of invoicing.
 - a. Retooling to better represent when expenses hit – no change to budget numbers, just timing to avoid appearance of major budget shortfalls on P&L budget to actual due to invoice timing. Mainly in the marketing budget- will now budget based on when we expect to get invoiced, rather than when we incur the expense. Numbers don't change.
 - b. Removed vehicle lease from the **Overhead** budget \$12,000 (purchasing vehicles from reserve)
 - c. Increased fish stocking to \$50,000 in **Marketing** budget (was \$40,000) – still have the joint bucket request in.
 - d. Increased **TOT Revenue** to \$2,440,385 based on 2.35 points of TOT at \$13,500,000; added \$180,000 to operating budget.
 - e. Added \$15,500 into **Marketing** budget to cover History Trolley expense – along with the event position, this is requested to come from the joint bucket. Brent Truax made a request to the Town Council and we are still awaiting word back. Brent Truax clarified that the request will have to go back before the new Town Council when they are seated.
 - f. Scott McGuire asked if air service can be broken out (63000, 66000) from the marketing budget having a specific line; we have a reduction in air marketing, and I'd like to see in budget moving forward where air marketing sits separate from general digital or general marketing, so we can review costs and track specific spend on that promotion, outside of general messaging.
2. Vehicle Update – John Urdi reviewed with the Board that they approved \$125,000 from Measure A reserves to purchase new vehicles for the organization.
 - a. MLT has purchased two 2018 Ford Explorers (decided we didn't need the added cost associated with an Expedition) from Bishop Ford and received a discount of \$8,392 for our association with the Town of Mammoth lakes. Originally, we were looking to use Galpin Ford and the fleet number from Tom Cage; upon research found that Galpin did not have any of the vehicles we were looking at in stock, versus Bishop Ford who had them ready and available for purchase immediately.
 - b. The two vehicles cost a total of \$72,284.85 with all taxes and fees.
 - c. We will take possession of the vehicles on July 5th and are working on wrap design and timing for the vehicles to be wrapped with our branding.
 - d. Total cost is estimated to end up around \$90,000 with design and wrapping and we budgeted \$125,000 from Measure A reserves. We have a CD maturing on July 12th; a check will be written on Thursday out of the Measure A account and then that will be back filled with the amount

that comes out of the CDARs on July 12th; by that time we should have an estimate on wrapping and will only take out what the estimate total cost is.

3. Air Update –

- a. Discuss United Airlines year-round service from Los Angeles beginning December 1, 2018
- b. Air workshop set for Wednesday July 11, 9am-11am in Suite Z to finalize 2018-19 service
- c. FAA Meeting 6-25-18 in Los Angeles (*the meeting date for this meeting was originally agendized with the wrong year. It has been corrected in these minutes*)
- d. John Urdi reviewed with the Board that we have been able to secure a year round deal with United to fly from LAX to MMH once a day – the flights are currently loaded and bookable through united.com. Conversations began immediately with other carriers after Alaska notified us of their elimination in service. American and Delta had challenges with fleets; we already had partnership with United in San Francisco and the strategic positioning as we talk about further growth in air service for the area will be a good one. Scott McGuire asked if we have an agreement for service and John Urdi clarified that it is still in the works, but there is a verbal agreement related to one flight out of LAX for the next winter, starting December 1, 2018. John Urdi also clarified that Mammoth Resorts is the actual entity to sign the contract with United. Scott McGuire stated that there was a recommendation from the Executive Committee on the agreement, but the full Board still has not voted on that and needs to. Brent Truax stated that he asked for an electronic vote and received a majority of responses in the affirmative for the recommendation from the Executive Committee, however there is no contract to vote on yet, so the consensus was to move ahead with loading the flights online. The Board had a discussion to clarify the communication that happened electronically. Brent Truax clarified that today's conversation is to provide more information about a potential contract and make sure that is the direction the Board wants to go; there was consensus to move forward with loading initial flights and further discussion was necessary to finalize a formal contract. Brent further clarified that he intends to ask for a vote from the Board at the end of discussion. John Urdi continued with his report on United service: United has 51 flights through LAX; 5 flights that will come in prior to the Mammoth flight leaving LAX with possibility of connection – Denver, Chicago, Newark, San Francisco and San Diego. Strength of the worldwide connection – United is much recognized in the global market; much more than Alaska. Currently have connections with the managing director of United Europe, Australia, South Korea and their domestic marketing team. The cap is the top line threshold we would pay if no one flew the flight. When you see the cap number \$1,042,000, that's what we would pay if absolutely no one flew the flights, which never happens. Right now, with the one flight from LAX year round, the cap is 27% lower than Alaska's cap was. If we add a second winter flight in, and compare against Alaska, it is a 73% difference between the two; it's hard to compare because they are different airlines, but it looks like a better deal for us. There would be 467 operations if we added the second flight in the winter, which would be 102 days of service. The one flight a day loaded now is 365 days a year – no reduction in the spring/fall. Eric Clark clarified that there was a request for the second winter flight to not fly on Tuesday and Wednesday but we haven't heard back in regards to that request yet. John Urdi stated that we are also still trying to determine if a second LA flight makes sense or if a second San Francisco flight makes sense. The connectivity through San Francisco is greater for people coming from farther away. The second flight will be part of the discussion in next week's air service meeting. John Urdi clarified that all that is loaded at this time is one flight, year round from LAX. All the rest is up for discussion in next week's air service meeting. Colin Fernie asked how they establish the subsidy? John Urdi stated airlines use cost per available seat mile – how much the seat costs; right now we are looking at a 6% reduction in cost per seat compared to Alaska last year. The Board had a discussion about available seats and load factors, and some other options for charter service from other locations in California. Further conversation about the benefits of a partnership with United over Alaska. Brent Truax asked in there is consensus among the Board to move forward supporting MMSA in a contract with United one flight a day, 365 out of LA – further options will be discussed at next week's meeting. The Board was in agreement to move forward. Scott McGuire asked about operational impacts from having only one airline partner. Is there a benefit for the airport in

having two partners? Colin Fernie stated that infrastructure is the biggest piece, as most of the infrastructure was put in place by Alaska. Eric Clark stated that a list has been supplied by the Town to help understand that piece, and it has been passed along to United.

- e. John Urdi reviewed the FAA meeting from last week. Western Regional manager, ADO from SF and LA. Lots of players from Town of Mammoth Lakes, Mammoth Lakes Tourism, Inyo County and Mammoth Mountain. Generally conversation went well. Eric Clark stated we were able to present the FAA with a vision about how air service for the region would work with an added airport in Bishop. FAA gave some feedback but was generally happy about the philosophy and direction.
4. Director of Special Events Position Update –
 - a. Job description for the Director of Special Events posted in multiple locations and inquiries coming in from both local talent and out of the area
 - b. Goal is to begin interviews as soon as mid-to-end of July
 - c. John Urdi reviewed the locations the job has been posted:
 - i. Visitmammoth.com/careers
 - ii. MammothLakesJobs.com, which feeds directly to Indeed.com
 - iii. CalTravel’s website
 - iv. Basecamp, a facebook group for the professional outdoor community, suggested by Scott McGuire.
 - v. Mountaincareers.com
 - d. Received 8 applications through Indeed.com (all from outside the area) and have spoken with 4 or 5 local applicants who expressed intent on applying. Sean Turner stated that he would love if applicants, especially those outside of the area, can come and attend some of the events we have in the area. John Urdi stated that based on timelines we can look at including that as a part of the interview process.
5. Vote on At-large Board Seat and Executive Committee Members–
 - a. Review nominations and **vote** for one at-large board seat (this item was heard at the beginning of the meeting)
 - b. **Vote** for Executive Committee of the board – Brent Truax stated that it is time to re-elect the Executive Committee; Brent Truax reviewed members who currently hold seats on Executive Committee: Brent Truax is Chair, Kirk Schaubmayer is Vice-Chair, John Morris is Treasurer, Michael Ledesma is Secretary. Looking for nominations of people willing to serve in those roles for the next year. Kirk Schaubmayer suggested that we look at individuals who have not previously taken leadership roles in the organization. Brent Truax stated that the requirement for serving on the Executive Committee is that someone has been on the Board for Two Years. (*corrected to one year per our bylaws for Chair and Vice Chair positions*) Brent Truax suggested that Scott McGuire serve on the Executive Committee. Scott McGuire stated his expressed interest in serving. John Morris stated he is also interested in continuing to serve on the Executive Committee. John Morris did express that it is important anyone looking to serve on this committee does have to be available so that we can keep things moving. Kirk Schaubmayer and Michael Ledesma both stated their interest but that both may not have the time to continue to serve. John Morris suggested Scott McGuire serves as Chair, Brent Truax as Vice Chair, John Morris (himself) continue as treasurer and either Kirk Schaubmayer or Michael Ledesma to serve as Secretary. Sean Turner stated his support for that suggestion. Scott McGuire stated that based on Sean’s expressed interest in reviewing of minutes, and request for staff reports that he would do well in the role of Secretary. Sean Turner agreed to the nomination to secretary. Sean Turner made a formal motion to appoint Scott McGuire as chair, Brent Truax as vice chair, John Morris as treasurer and himself (Sean Turner) as secretary. Colin Fernie seconded the motion. Unanimously approved.
6. MLT and TOML Contract – Brent Truax took the Board into closed session to discuss the proposed contract items at 2:43 pm – Paul Rudder left the meeting during closed session, at 3:26pm. The Board returned from closed session at 4:34pm. Michael Ledesma left the meeting immediately following closed session at 4:34pm.
 - a. Closed session if needed.

- b. Town approval of 2018-19 funding
 - c. Discussion and **possible vote** on one-year extension of MLT contract as proposed by TOML
 - d. Brent reported out of closed session, in regards to the MLT contract the Board has appointed Scott McGuire, as new chair, and Paul Rudder and Eric Clark, existing members of the contract committee, to follow up with the Town Manager to finalize wording so that they can come back to the Board for a vote on the contract.
7. Executive Director contract – 10 minutes
- a. Closed session was taken
 - b. Brent Truax reported out of closed session, in regards to the Executive Director contract there was nothing of substance to report.

8. MLT Team Presentation Schedule

July 3rd No staff presentation this month

9. Department Updates – A brief recap of past, current and future efforts of each department
Department updates tabled for this month

10. Financial Reports – An update regarding the financial health of the organization – John Urdi gave report on financials.

- 1. TOT & TBID – review previous months results – **TOT info attached**
 - a. TOT for May \$602,814 which is +\$159,109 and +35% to budget -\$70,698 and -10.5% to LY
 - b. Second best May ever for TOT; TBID numbers came in finally; May TBID came in at \$174,572, about 5.8% ahead of budget; Year-to-Date TBID is about \$294,000 behind budget, 5.5% behind.
- 2. Cash Flow and CDARS info – discussion of current bank balances and reserve account activity as of 6/28 (*the date was corrected; originally agendized as 5/28 – 6/28 is the correct date*)
 - a. CDARS Balances Measure A \$1.15m & TBID \$2.5m
 - b. Measure A Checking = \$1,107,775.32
 - c. Measure A Savings = \$5011.08
 - d. TBID Checking = \$1,585,542.25 (\$1.2 million will go to air subsidy payment in the next few weeks, as soon as we get the final winter numbers)
 - e. TBID Savings = \$5006.52
- 3. Joint Bucket Funds – estimated balance in the MLT/ Town Council Joint Reserve Bucket
 - 1. \$902,719 – doesn't look like Town has removed the \$100,000 payment to the LA Kings deal from this total, or the \$500,000 remaining commitment to the LA Kings deal, so total should be about \$302,000
- 4. P&L Reports – John Urdi received these just before the meeting and they were sent to the Board. Hope to have better numbers in the next few weeks, but probably will have year-end close until September.

11. Mammoth Resorts Update – Eric Clark – Top of the Sierra Event coming up on Saturday with the Ezakimak race. The outpost/melthouse will be open for the summer for Bikers to get some food on the mountain. Open Thursday through Sunday starting this week. Gold panning and Kids Rope course now available in front of the Yodler House. Working on a lot of other capital projects. Main Zipline still scheduled for September opening.

12. Key Takeaways

- 1. **May came in at \$602,814 which is -\$70,698 from the previous record (2017) which is -10.5% (2nd best)**
- 2. **YTD TOT is +\$4,993,765 to 17-18 TOT budget YTD and -\$341,802 to the previous record (2017) -2%**
- 3. **YTD TOT is \$16,823,165 which is TOML's second best TOT year ever**

Future Meeting Dates: Next scheduled Board Meeting for **Wednesday, August 1, 2018** from 1-3:00pm Suite Z
(*Originally the agenda stated the next meeting fell on a Tuesday, but it actually is a Wednesday. The date noted was correct*)

Meeting adjourned at 4:40 pm

Connectivity by Airport with United Airlines

LOS ANGELES

Arrivals to LAX prior to inbound MMH

San Diego, CA
Houston, TX (twice)
San Francisco, CA
Arcata/Eureka, CA
Boise, ID
Chicago, IL
Denver, CO
San Francisco, CA
Aspen, CO
Boston, MA
Fresno, CA
Newark, NJ (NYC)

Departures from LAX after our outbound MMH

Honolulu, HI
San Francisco, CA (twice)
Las Vegas, NV
Denver, CO
Colorado Springs, CO
Medford, OR
Monterey, CA
San Diego, CA
St. George, UT
Salt Lake City, UT
Singapore
Sacramento, CA
Reno, NV
Houston, TX

SAN FRANCISCO

Arrivals to SFO prior to inbound MMH

Los Angeles, CA (twice)
Salt Lake City, UT
Bakersfield, CA
Medford, OR (twice)
Palm Springs, CA
Santa Barbara, CA
Boise, ID
Fresno, CA
San Luis Obispo, CA
Albuquerque, NM
Ontario, CA
Redmond, WA
Eugene, OR
Seattle, WA
Denver, CO
Portland, OR
San Diego, CA
Phoenix, AZ
Spokane, WA
Las Vegas, NV
Orange County, CA
Vancouver, BC (Canada)
Burbank, CA
Houston, TX

Departures from SFO after our outbound MMH

Newark, NJ (twice)
Houston, TX
Los Angeles, CA (twice)
San Diego, CA
Portland, OR
Raleigh Durham, NC
Kansas City MO
Orange County, CA
Monterey, CA
Washington DC National
Hong Kong
Seattle, WA
Dallas, TX
Shanghai, China (twice)
Chicago, IL (twice)
Salt Lake City, UT
Boston, MA
Orlando, FL
Philadelphia, PA
Ontario, CA
Taiwan
Medford, OR
Franfurt, Germany
Tampa, FL

Shanghai, China

Hong Kong

Chicago, IL

Dallas, TX

Singapore

Boise, ID

Burbank, CA

Honolulu, HI

Paris, France

DENVER

Arrivals to DEN prior to inbound MMH

Chicago, IL (twice)
Omaha, NB
Richmond, VA
Sioux Falls, SD
Branson, MO
Tampa, FL
Wichita, KS
Des Moines, IA
Appleton, WI
Dallas, TX
Norfolk, VA
Columbus, OH
Detroit, MI
Houston, TX
Birmingham, AL
Columbia, MO
Minneapolis, MN
Louisville, KY
New Orleans, LA
Colorado Springs, CO
Dayton, OH
Salt Lake City, UT
Philadelphia, PA
Bentonville, AR
Memphis, TN
Raleigh Durham, NC
Cleveland, OH
Milwaukee, WI
Charlotte, NC
Indianapolis, IN
Pittsburgh, PA
Nashville, TN
Laguardia, NYC, NY
Grand Rapids, MI
Oklahoma City, OK
Littlerock, AR
Hartford, CT
Alcoa, TN
San Antonio, TX

Departures from DEN after our outbound MMH

Bismark, ND
Charlotte, NC
Columbus, OH
Cincinnati, OH
Des Moines, IA
Detroit, MI
Houston, TX
Philadelphia, PA
Raleigh Durham, NC
Colorado Springs, CO
Souix Falls, SD
Wichita, KS
Laguardia, NYC, NY
Pittsburgh, PA
San Francisco, CA
Appleton, WI
Memphis, TN
Louisville, KY
Tucson, AZ
Alcoa, TN
Durango, CO
Grand Rapids, MI
Orlando, FL
Rapid City, SD
Dayton, OH
Hartford, CT
Dallas, TX
Grand Junction, CO
Huntsville, AL
Oklahoma City, OK
Norfolk, VA
Portland, OR
Richmond, VA
San Antonio, TX
Seattle, WA
Alt Lake City, UT
Nashville, TN
Boston, MA
Newark, NJ (NYC)

Austin, TX
Huntsville, AL
St. Louis, MO
San Francisco, CA
Moline, IL
Atlanta, GA
Aspen, CO
Madison, WI (Truax Field)
Orlando, FL
Burbank, CA
Newark, NJ (NYC)
Boston, MA
Grand Junction, CO
Washington DC - Dulles
Montrose, CO (Telluride)
Tucson, AZ
Cincinnati, OH
Durango, CO

Milwaukee, WI
Birmingham, AL
Atlanta, GA
Washington DC - Dulles
Aspen, CO
Omaha, NB
Tampa, FL
Chicago, IL

Transient Occupancy Tax
Collection through June 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	612,766	601,343	2,360,687	2,515,451	2,166,579	2,349,713	1,239,928	602,814	1,029,525	17,852,689
YTD collection as % of Full Year	9.8%	18.6%	24.5%	27.9%	31.3%	44.5%	58.6%	70.7%	83.9%	90.9%	94.2%	100.0%	
% change from prior year	2.2%	2.3%	4.5%	8.0%	12.6%	-0.4%	-5.3%	-12.5%	15.7%	-22.5%	-10.5%	11.1%	-1.3%
Average monthly collection prior 3 yrs	1,221,727	1,239,964	643,483	385,035	411,271	1,905,950	1,771,902	1,621,797	1,372,794	650,936	426,815	816,913	12,468,587
Average Monthly collection as % of Full Year	9.8%	9.9%	5.2%	3.1%	3.3%	15.3%	14.2%	13.0%	11.0%	5.2%	3.4%	6.6%	100.0%
Average YTD collection as % of Full Year	9.8%	19.7%	24.9%	28.0%	31.3%	46.6%	60.8%	73.8%	84.8%	90.0%	93.4%	100.0%	

2. TOT Budget and Estimates (FY 2017-18)

FY 17-18 BUDGETED full-year revenue	Rate	12,500,000	Estimated Reserves (*)										
less Tourism	18.08%	2,260,000	\$ 967,602										
less Housing	6.54%	817,308	\$ 349,984										
less Transit	6.54%	817,308	\$ 349,984										
Net to Town's General Fund		8,605,385	* Based on performance to budget YTD, final reserve account balances will be determined by actual performance to budget at completion of Fiscal Year										
FY 17-18 BUDGETED monthly revenue	Quarter Total:	2,876,105	Quarter Total:	2,544,250	Quarter Total:	5,060,840	Quarter Total:	2,018,805	12,500,000				
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Full-Yr Total
	1,150,430	1,062,010	663,665	385,500	417,195	1,741,555	1,857,950	1,747,900	1,454,990	904,500	443,705	670,600	12,500,000
FY 1718 ACTUAL collection	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	1,753,735	1,570,110	1,050,037	612,766	601,343	2,360,687	2,515,451	2,166,579	2,349,713	1,239,928	602,814	1,029,525	17,852,689
FY 17-18 Differences: Budget vs Actuals YTD	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	603,305	508,100	386,372	227,266	184,148	619,132	657,501	418,679	894,723	335,428	159,109	358,925	5,352,689
Percent over/(under) budget	52%	48%	58%	59%	44%	36%	35%	24%	61%	37%	36%	54%	43%
Cumulative difference to date:	5,352,689 43%												
Cumulative actual to last year actual difference to date:	(238,774) -1%												