



Mammoth Lakes Tourism Board Agenda

Wednesday, March 6, 2024, 1:00 p.m.

437 Old Mammoth Road, Suite Z, Mammoth Lakes

Members of the Board

Chair Pat Foster, Vice Chair Eric Clark, Treasurer John Morris, Secretary John Mendel, Board Member John Wentworth, Board Member Darlene Magner, Board Member Jess Karell, Board Member Kirk Wallace, Board Member Cristi Quesada-Costa

NOTE: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Town of Mammoth Lakes at (760) 965-3600. Notification 48 hours prior to the meeting will enable the Town to make reasonable arrangements to ensure accessibility to this meeting. (28 CFR 13.102-35.104 ADA Title II)

NOTE: Materials related to an item on this agenda submitted after distribution of the agenda packet are available for public inspection in the Town Offices located at 437 Old Mammoth Road, Suite 230 during normal business hours. Such documents are also available on the Town of Mammoth Lakes website at www.townofmammothlakes.ca.gov subject to staff's ability to post the documents before the meeting.

NOTE: You may attend this meeting in person, or watch it live through the online eSCRIBE system here: <https://pub-townofmammothlakes.escribemeetings.com>, on the local government cable channel 18, or by utilizing the Zoom link below.

ZOOM INFORMATION FOR MLT BOARD MEETINGS

Join from a PC, Mac, iPad, iPhone, or Android device:

Please click this URL to join. <https://monocounty.zoom.us/j/97273142801>

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Dial (for higher quality, dial a number based on your current location):

US: +1 669 900 6833 or +1 346 248 7799 or +1 253 215 8782 or +1 312 626 6799 or +1 646 876 9923 or +1 301 715 8592 Webinar ID: 972 7314 2801 - **Callers: To Raise your hand Press *9, to Unmute/Mute Press *6**

International numbers available: <https://monocounty.zoom.us/j/97273142801>

1. CALL TO ORDER AND ROLL CALL

2. BOARD MEMBER REPORTS

3. PUBLIC COMMENTS

Public Comments may be sent via email to the Town of Mammoth Lakes Assistant Clerk before or during the meeting at clerk@townofmammothlakes.ca.gov or may be made via Zoom or in person during the meeting in Suite Z. All comments will be limited to a speaking time of three minutes.

4. CONSENT AGENDA

4.1 Approve the minutes of the Regular Meeting of January 3, 2024

5. POLICY MATTERS

5.1 MLT Strategy and Goal Setting for Fiscal Year 2024/25 - Present 2024/25 strategic direction and goals for Board discussion and vote to approve

5.2 Winter Air Service Update - Update on bookings for both MMH and BIH Airports

5.3 MLT Board Ad Hoc Committees - Appoint three Board Members to each of the following Ad Hoc Review Committees:

- **Staff Compensation and Benefits**
- **Executive Director Contract**
- **Special Event Grant Funding**

5.4 Financial Reports

Board Chair to appoint a 3 member TBID appeal panel for review of one business.

Receive an update regarding the financial health of the Mammoth Lakes Tourism and the results of the previous month for Transient Occupancy Tax (TOT), Tourism Business Improvement District (TBID) and current account balances.

6. DEPARTMENT UPDATES

6.1 International Sales

Receive an update on international efforts from Director of Sales and International Marketing Michael Vanderhurst.

6.2 Communications

Receive an update on communications activities from Director of Content, Communications and Public Relations Lara Kaylor.

6.3 Marketing

Receive an update on marketing activities from Director of Marketing Sarah Winters.

6.4 Local Marketing

Receive an update regarding local marketing efforts from Marketing Manager Emily Bryant.

6.5 Digital Marketing

Receive an update regarding digital marketing efforts and social media from Digital Marketing Manager Samantha Lindberg.

7. OTHER STANDING UPDATES

7.1 Mammoth Resorts Update - Eric Clark

Brief update on Mammoth Mountain news, activity, and operations.

7.2 Mammoth Lakes Chamber of Commerce Update - Jess Karell

Brief update on Mammoth Lakes Chamber of Commerce news, activity, and operations.

7.3 Town Council Update - John Wentworth

Brief update on Town Council news, activity, and operations.

8. ADJOURNMENT

The meeting will be adjourned to the next regular meeting scheduled to be held on April 3, 2024.



Mammoth Lakes Tourism Board

Minutes of Regular Meeting

January 3, 2024, 1:00 p.m.

437 Old Mammoth Road, Suite Z, Mammoth Lakes

Members Present: Chair Pat Foster, Vice Chair Eric Clark, Treasurer John Morris, Secretary John Mendel, Board Member John Wentworth, Board Member Kirk Wallace, Board Member Cristi Quesada-Costa

Members Absent: Board Member Darlene Magner, Board Member Jess Karell

1. CALL TO ORDER AND ROLL CALL

Chair Pat Foster called the meeting to order at 1:02 p.m. in the Council Chambers located at 437 Old Mammoth Road.

2. BOARD MEMBER REPORTS

Chair Pat Foster welcomed new Board Member John Wentworth.

Board Member Kirk Wallace spoke about an email from Executive Director John Urdi in October regarding the Bike Dream Initiative and reported that he had installed a bike rack in front of his business and encouraged other businesses to do the same.

Vice Chair Eric Clark joined the meeting at 1:06 p.m.

Board Member John Wentworth spoke about the Trails System Master Plan with regard to eBikes, and future connectivity to and through Town, and said that he was happy to be a part of the Board.

Treasurer John Morris announced that as of January 1st, hotels and Short Term Rental (STR) units were no longer allowed to stock small shampoo and conditioner bottles, however, if asked for those items by a guest they may provide them. Mr. Morris said that as of July 1, 2024, lodging rates disclosures would change and there could be no hidden rates or fees in advertisements, full pricing must be provided. He reported that the STR Advisory Committee hoped to have recommendations ready to present to the Town Council by the end of January and said that the Committee's next meeting was scheduled to be held on January 11th. He thanked Vice Chair Eric Clark and the Mammoth Mountain Ski Area (MMSA) Crew for their outstanding snowmaking skills which were able to keep the Mountain up and running when there was very little natural snow.

Secretary John Mendel announced that his business had moved into a new facility, and said that he was excited about the Spirit and Ale Trail which was discussed at the December meeting.

Vice Chair Eric Clark said that MMSA had invested a lot in snow making equipment and would continue to do so moving forward so they could open more chairs earlier when there wasn't enough natural snow. He announced that Chair 16 had opened on December 16th, and said that the Avalanche team had been blasting on the Mountain early this morning, and that more snow should arrive Saturday.

Chair Pat Foster said that the Night of Lights event on the Mountain was amazing.

There was discussion between Executive Director John Urdi and members of the Board.

3. PUBLIC COMMENTS

There were no comments given at this time.

4. CONSENT AGENDA

Moved by Treasurer John Morris
Seconded by Secretary John Mendel

Approve the Consent Agenda.

For (4): Chair Pat Foster, Treasurer John Morris, Secretary John Mendel, and Board Member Kirk Wallace

Abstain (1): Board Member John Wentworth

Absent (3): Board Member Darlene Magner, Board Member Jess Karell, and Board Member Cristi Quesada-Costa

Carried (4 to 0)

4.1 Approve the minutes of the Regular Meeting of December 6, 2023.

5. POLICY MATTERS

5.1 2023 Summer & Fall Ad Tracking Presentation - Review of 2023 Summer and Fall advertising effectiveness

Director of Marketing Sarah Winters outlined the information in the 2023 Summer & Fall Ad Tracking Presentation.

There was discussion between staff and members of the Board.

5.2 Winter Air Service Update - Update on bookings for both MMH and BIH Airports

Executive Director John Urdi outlined the information in the Air Service Update presentation.

Chair Pat Foster provided additional information on air service and discussed the cancellation of air service with Burbank.

There was discussion between Mr. Urdi and members of the Board.

5.3 MLT Annual Financial Audit Fiscal Year 2022-23 - Review and discussion of the MLT annual audit with Board vote to approve the audit

Executive Director John Urdi outlined the information in the MLT Annual Financial Audit for the Fiscal Year 2022-23.

There was discussion between Mr. Urdi and members of the Board.

Moved by Secretary John Mendel
Seconded by Vice Chair Eric Clark

Approve the MLT Annual Financial Audit for Fiscal Year 2022-23.

For (6): Chair Pat Foster, Vice Chair Eric Clark, Treasurer John Morris, Secretary John Mendel, Board Member John Wentworth, and Board Member Kirk Wallace

Absent (3): Board Member Darlene Magner, Board Member Jess Karell, and Board Member Cristi Quesada-Costa

Carried (6 to 0)

5.4 Financial Reports

Receive an update regarding the financial health of the Mammoth Lakes Tourism and the results of the previous month for Transient Occupancy Tax (TOT), Tourism Business Improvement District (TBID) and current account balances

Board Member Cristi Quesada-Costa joined the meeting at 2:12 p.m.

Executive Director John Urdi outlined the information in the Financial Reports. Mr. Urdi noted that there was a typo in the balance listed for the Measure A Checking account, the correct balance was \$787,279.82, not \$7,787,279.82.

There was discussion between Mr. Urdi and members of the Board.

6. DEPARTMENT UPDATES

A brief recap of past, current, and future efforts of each department.

6.1 International Sales

Director of Sales and International Marketing Michael Vanderhurst gave an update on international sales activities. Mr. Vanderhurst handed out copies of MLT's new Vacation Planner that was used for International marketing and outlined the information in it. He reported that on the public relations side, Visit California would bring seventeen people from multiple markets to Mammoth in February for a Familiarization (FAM) Visit, and said that there were several other upcoming FAM visits planned, two of which would be in partnership with Alterra with media outlets from Mexico and Brazil. He said that on the trade side, there would be FAMs from Australia, and in partnership with Alterra one from Mexico and one from the UK.

There was discussion between Mr. Vanderhurst and members of the Board.

6.2 Communications

Executive Director John Urdi announced that Director of Content, Communications and Public Relations Lara Kaylor had just completed her 10th year with MLT.

Ms. Kaylor gave an update on recent communications activities. She reported that Lauren McLeod was brought on full-time as the Communications Coordinator after filling in part-time while Ms. Kaylor was on leave. She said that she had several media visits on the books and was working on focus groups with business owners, full-time residents and second homeowners for the community sentiment survey. She reported that MLT was working with Destination Think on a destination management project, while also continuing their stewardship and sustainability efforts.

There was discussion between staff and members of the Board.

6.3 Marketing

Director of Marketing Sarah Winters gave an update on marketing events and activities. Ms. Winters reported that the LA Kings media buy would launch in February, as would the Anaheim Ducks' winter program. She announced that MLT would sign a three year social media contract with LA Kings Captain Anze Kopitar, and that Marketing Manager Emily Bryant would take over special event funding.

There was discussion between Ms. Winters and members of the Board.

6.4 Local Marketing

Marketing Manager Emily Bryant gave an update on recent local marketing activities. Ms. Bryant announced that the special event funding application period would be open from January 8th through 5:00 p.m. on January 31st and said that the applications would be reviewed the first two weeks of February, and funding announcements would be made around February 21st. She reported that she would attend the Bart Hall Fishing Show at the end of the month in Long Beach, and the Bart Hall Fishing Show in Del Mar in February. Ms. Bryant provided updates on the MLT Extranet and the Yiftee Gift Card program.

There was discussion between Ms. Bryant and members of the Board.

6.5 Digital Marketing

Digital Marketing Manager Samantha Lindberg provided an update on digital marketing efforts and social media activity. Ms. Lindbergh reported that MLT would push California Ski Safety Month messaging in January along with winter events and sustainability.

Board Member John Wentworth requested that the visitation at the Community Recreation Center (CRC) be tracked by user type and activity, and presented to the Town Council.

There was discussion between staff and members of the Board.

7. OTHER STANDING UPDATES

7.1 Mammoth Resorts Update - Eric Clark

Board Member Eric Clark gave an update on Mammoth Mountain Ski Area (MMSA) news, activities and operations. Mr. Clark announced that the Mountain Coaster had opened successfully and would run until the snow got too deep, and said the rope course and lodge build-out should be ready by next fall. He reported that the second IKON early ups would take place this weekend on Sunday, said that the Grand Prix would take place at the end of January, weather dependent, and reported that today was the biggest snow day on the Mountain so far this season.

In response to Board Member John Wentworth's request in the previous item, Executive Director John Urdi reported that the CRC has had approximately nine thousand visits since its official opening day on November 24th, compared to approximately 8,650 visits for the entire season on the outdoor rink last year and an all-time high of 10,225 visits in one season on the outdoor rink.

There was discussion between Mr. Urdi and members of the Board.

7.2 Mammoth Lakes Chamber of Commerce Update - Jess Karell

No Chamber report was given.

7.3 Town Council Update - John Wentworth

Board Member John Wentworth gave an update on Town Council news, activities and operations. Mr. Wentworth announced that the Town Council was in the process of hiring a new Town Manager and expected to have whomever they selected in place by the end of February. He discussed the Town Council's need to slow down a bit to work with the new Town Manager and set priorities for the biggest items to work on over the next few months. He spoke about the Town's STR Moratorium and provided updates on the Main Lodge Redevelopment and housing.

There was discussion among members of the Board.

8. CLOSED SESSION

There was no Closed Session held.

**8.1 CONFERENCE WITH LEGALCOUNSEL- EXISTING LITIGATION
(Paragraph 1 of subdivision (d) of Section 54956.9) Name of case:
Main Street Taxpayer Association v. Mammoth Lakes Tourism.**

9. ANNOUCEMENT OF ACTION TAKEN IN CLOSED SESSION

10. ADJOURNMENT

The meeting was adjourned at 2:56 p.m. to the next regular meeting scheduled to be held on Monday, February 5, 2024, at 8:00 a.m.

Angela Plaisted, Assistant Clerk



MLT STRATEGIC FRAMEWORK

MARCH 6, 2024



AGENDA



SITUATION ANALYSIS FY 23-24

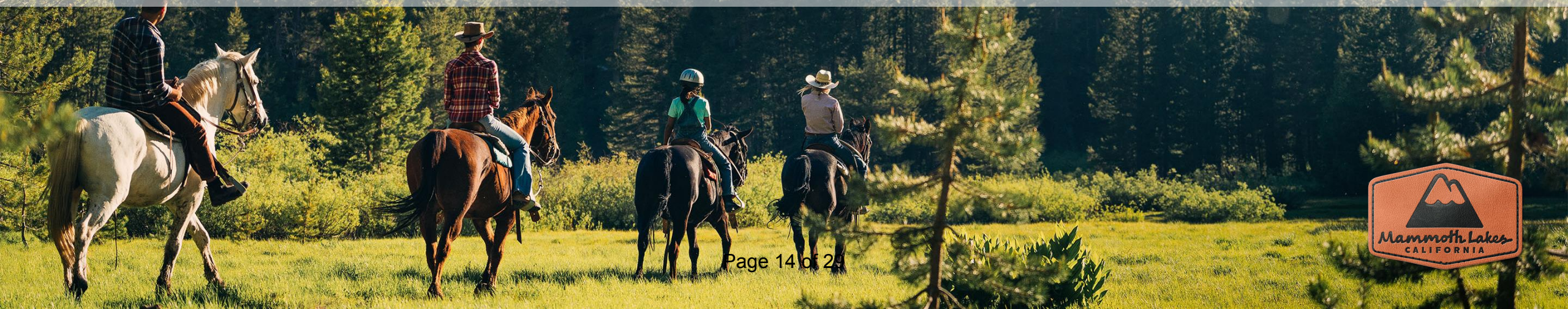
FY 24-25 STRATEGIC DIRECTION

FUTURE STRATEGIC PLANNING

QUESTIONS?



SITUATION ANALYSIS



WHERE HAVE WE BEEN IN FY 23-24

- The Real Unreal campaign has been well received but maybe not be as straightforward as it should be about stewardship and responsible travel
- LATE start to summer 2023 (Tioga Pass, Lakes Basin, Devils Postpile)
- Despite massive snow challenges and late summer start, we saw strong business and government revenues continue with visitation and revenues up 10-18% for Aug – Oct.
- TBID renewed for new five-year term (2023-28)
- MLT contract renewed with TOML for three years 2023-26
- MLT committed TBID dollars in 2023—24 budget to assist TOML with infrastructure
- New, need-time, Tier 1 event OCR world championships did not meet expectations in year one, but we feel this is a long-term game and it did help us achieve our first \$1m October TOT month ever (renegotiated rate for Oct. 2024)
- Slow start to winter 2023-24 has us behind slightly for TBID but still well ahead of TOT





FY 24-25 STRATEGIC DIRECTION



GOAL #1:

FOSTER A SYMBIOTIC PARTNERSHIP BETWEEN RESIDENTS, TOML, BUSINESSES & VISITORS (AKA COMMUNITY)

Strategy – “Community” Engagement – *Listen & Learn*

- Continue gathering resident input on challenges, opportunities, and successes through sentiment studies, focus groups, Visit CA/JLL strategic initiative and other research.
 - Determine community values that should be reflected throughout our work
 - Help participants understand that they have a role to play in shaping the future of our community.
- Have both staff and board members conduct regular 1-1 meetings in the community
- Listen to ideas from community partners and purposefully integrate them into MLT projects and initiatives.
- Work with the community leaders to identify infrastructure needs which MLT can support to mitigate visitation impacts.



GOAL #1:

FOSTER A SYMBIOTIC PARTNERSHIP BETWEEN RESIDENTS, TOML, BUSINESSES & VISITORS (AKA COMMUNITY)

Strategy – “Community” Engagement - *Share*

- Develop and clearly articulate our mission, vision, and values to the community on a regular basis.
- Use our collective voice to make tourism a driver for change by using our platforms for community and environmental issues and education in addition to traditional marketing.
- Demonstrate ways that visitors, and locals, are partners through local campaigns and partnerships – define the symbiotic relationship and provide examples of the overlap.
- Recognize locals as brand ambassadors.
- Develop a “powered by tourism dollars” campaign directed at community education of projects funded, and made possible, by visitation revenues.



GOAL #1:

FOSTER A SYMBIOTIC PARTNERSHIP BETWEEN RESIDENTS, TOML, BUSINESSES & VISITORS (AKA COMMUNITY)

Strategy – “Community” Engagement - *Deliver*

- Develop solid numbers and figures from the visitor profile study and other documents to confidently reference when working with the community.
- Build out and better define sustainable tourism in our town – create a stewardship committee and comprehensive plan including working closely with TOML and other key agencies on stewardship messaging.
- Continue to elaborate on the community’s key message – being good stewards of the land, to continue to develop stakeholder support.
- Develop a three-year strategic plan that addresses community goals and concerns.
- Utilize data from resident sentiment study, create actionable steps to address concerns.



GOAL #2:

EDUCATE PEOPLE REGARDING THEIR IMPACTS ON OUR ENTIRE COMMUNITY AND ENVIRONMENT

Strategy – Education

- Grow the visitor guide as an education tool both online and in print.
- Continue to heavily promote stewardship and behavior expectations, including developing partnerships with regional and national NGOs.
- Participate in discussions, efforts, partnerships that help mitigate visitation impacts on the community and our environment.
- Evolve the Real Unreal campaign based on community feedback and develop sub-campaigns to push the message both to locals & visitors .
- Communicate our efforts & ask for feedback.
- Working together as a team - International Marketing & Sales, PR & Marketing to communicate the organization's strategic plan bi-annually to key stakeholder groups (Town Council, NGO's, Lodging Association etc.) .



GOAL #3:

SUPPORT RESIDENTS, BUSINESSES AND TOML BY CREATING OPPORTUNITIES DURING SLOWER PERIODS

Strategy – Drive Need-Time Visitation

- Utilizing data, support efforts in key international markets.
- Encourage/support special events with an emphasis on non-peak times and green initiatives.
- Optimize visitation – quality versus quantity, including evaluating marketing spend by season.
- Pivot messaging when need-time unexpectedly occurs in peak time (such as drought winters, forest closures, fires/smoke, economic disruptions).
- Continue heavy focus on mid-week visitation, establishing longer length of stay & less impacts
- Focus efforts on shoulder season visitation (spring and fall).
- Increase collaborative opportunities that the local business community can participate in – both through sales and marketing efforts.





FUTURE STRATEGIC PLANNING

3-YEAR STRATEGIC PLANNING 2025-2028

- Fall 2024 (planning for FY 2025-26 thru 2027-28)
- MLT Board and Team
- Facilitated Session
- Revisit Mission, Vision and Values
- Organizational Role and Responsibilities
- Overarching Goals of MLT



QUESTIONS?





Mammoth Lakes Tourism Key Planning Meeting Dates **February 5, 2024**

Wednesday, March 6th

Strategy and Goal Setting

Staff to present the proposed strategies and goals for the 2024-25 fiscal year for board input and approval on direction.

Wednesday, April 3rd

MLT Draft Deliverables

Once strategies and goals are approved by the board at the 3/6 meeting, staff will present the MLT board with proposed deliverables for the 2024-25 fiscal year. MLT will also present strategy and deliverables to town council for consideration at the April 3rd Town Council meeting.

Wednesday, May 1st

Draft Budget and Strategic Plan

Based on the strategies, goals and deliverables, staff will present the proposed strategic plan for marketing and sales as well as the first draft of the budget for the 2024-25 fiscal year. Board sign off on final deliverables.

Wednesday, June 5th

Final Budget and Strategic Plan Approval

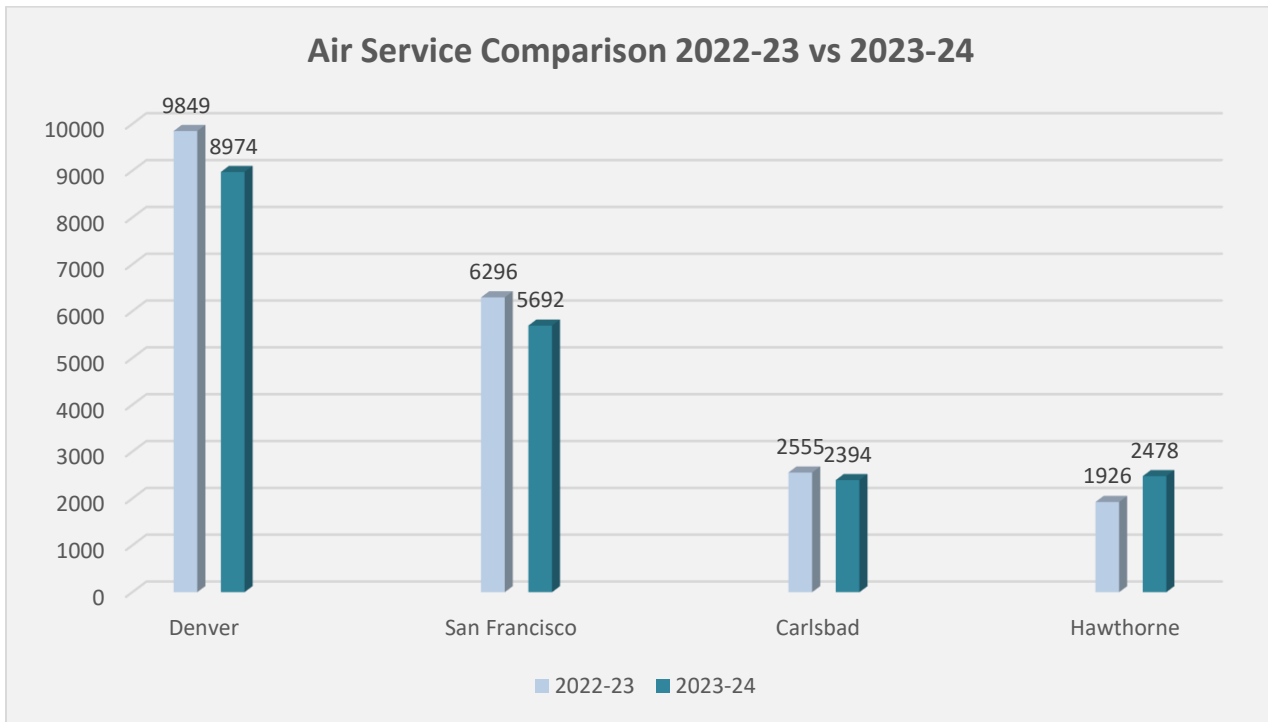
Staff to present and adjustments to the strategic plan and budget for the 2024-25 fiscal year for final approval by the board of directors. Town Council approval of final budget and deliverables.

Monday, July 1st

Fiscal year 2024-25 begins

Air Service Update 3-6-24

Bookings



Year-over-year roundtrips

- Denver is down -875, which is -9% compared to last year.
- San Francisco is down -604, which is -10% compared to last year.
- Carlsbad is down -161, which is -6% compared to last year.
- Hawthorne is up +552, which is +29% compared to last year.

Total we are down -1,088 round trips across all markets – roughly 544 individual passengers

United service from SFO has been extended with limited schedule through Monday April 8th to try to capture the spring skiing crowd.



**Mammoth Lakes Tourism Financial Report
March 6, 2024**

Preliminary Transient Occupancy Tax (TOT)

- TOT collections for January 2024 came in at \$4,009,841 which is +\$1,538,901 and +62% to budget
- Year-to-date overall TOT revenues are \$14,862,286 which is +\$4,997,536 and +51% to budget and -\$1,965,478 and -13% to LY
- January TOT was -\$884,281 and -18.1% to LY

Preliminary Tourism Business Improvement District (TBID)

- TBID collections for January 2024 came in at \$1,026,133 which is -\$16,866 and -1.6% to budget.
- Year-to-date overall TBID revenues are \$3,662,379 which is -\$136,820 and -3.6% to budget and -\$301,789 and -7.6% to LY
- January TBID was -\$71,136 and -6.5% to LY

	2023	2024	Budget	Diff to LY	Difference to Budget	
Lodging	\$354,838	\$311,929	\$325,000	-\$42,909	-\$13,071	-4%
Retail	\$197,392	\$176,048	\$184,000	-\$21,344	-\$7,952	-4.3%
Restaurant	\$195,164	\$161,880	\$184,000	-\$33,284	-\$22,200	-12%
Ski Area	\$349,875	\$376,276	\$350,000	+\$25,401	+\$26,276	+7.5%

Bank Balances

- Measure A Checking account balance = \$1,032,524.09
- Measure A Savings account balance = \$5,020.31
- TBID Checking account balance = \$2,263,650.18
- TBID Savings account balance = \$5,015.58
- Special Events Checking account balance = \$5,000.00

Certificate of Deposit Account Registry Service (CDARS)

CDARS are accounts in place because the FDIC only provides bank accounts with up to \$250,000 in insurance if a bank fails and it is a way for us to protect our funds and make a small amount of interest.

- Measure A CDARS account balance = \$464,029.24
- Special Event CDARS account balance = \$618,240.39

Money Market Account

Balance of the FDIC Insured TBID Money Market account is \$2,755,148.25

Tourism Reserve Fund

Estimated balance in the Town Council/MLT Tourism Reserve Account – tourism funds more than budgeted TOT.

- The current balance is \$903,401

Profit and Loss Statements (P&L)

- Please let us know if you have any questions.

Transient Occupancy Tax
Collection through January 2024

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	1,771,072	1,512,891	1,001,297	635,580	591,548	2,665,867	3,074,472	2,724,480	2,604,882	1,755,830	774,268	1,098,874	20,211,061
YTD collection as % of Full Year	8.8%	16.2%	21.2%	24.3%	27.3%	40.5%	55.7%	69.2%	82.0%	90.7%	94.6%	100.0%	
2019-2020	1,893,473	1,740,322	1,068,779	747,888	629,410	2,832,607	3,113,743	2,665,842	846,251	15,748	12,529	407,657	15,974,248
YTD collection as % of Full Year	11.9%	10.9%	6.7%	4.7%	3.9%	17.7%	19.5%	16.7%	5.3%	0.1%	0.1%	2.6%	
2020-2021	1,911,690	1,899,279	661,158	676,433	965,183	295,144	717,028	2,553,572	2,639,695	1,758,757	902,961	1,529,442	16,510,344
YTD collection as % of Full Year	11.6%	11.5%	4.0%	4.1%	5.8%	1.8%	4.3%	15.5%	16.0%	10.7%	5.5%	9.3%	
2021-2022	2,545,344	1,885,522	830,401	867,594	1,373,610	4,005,956	4,364,765	3,831,274	2,996,102	1,643,021	843,556	1,481,383	26,668,528
YTD collection as % of Full Year	9.5%	7.1%	3.1%	3.3%	5.2%	15.0%	16.4%	14.4%	11.2%	6.2%	3.2%	5.6%	
2022-2023	2,237,227	1,762,533	1,235,431	901,599	1,359,639	4,437,213	4,894,122	4,119,721	3,237,433	2,778,354	1,292,309	1,265,161	29,520,742
YTD collection as % of Full Year	7.6%	6.0%	4.2%	3.1%	4.6%	15.0%	16.6%	14.0%	11.0%	9.4%	4.4%	4.3%	
2023-2024	2,187,641	1,930,626	1,445,408	1,060,034	1,017,401	3,211,335	4,009,841	-	-	-	-	-	14,862,286
YTD collection as % of Full Year	14.7%	13.0%	9.7%	7.1%	6.8%	21.6%	27.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
% change from prior year	-2.2%	9.5%	17.0%	17.6%	-25.2%	-27.6%	-18.1%	0.0%	0.0%	0.0%	0.0%	0.0%	-49.7%
Average monthly collection prior 3 yrs	2,231,421	1,849,112	908,997	815,209	1,232,811	2,912,771	3,325,305	3,501,522	2,957,743	2,060,044	1,012,942	1,425,329	24,233,205
Average Monthly collection as % of Full Year	9.2%	7.6%	3.8%	3.4%	5.1%	12.0%	13.7%	14.4%	12.2%	8.5%	4.2%	5.9%	100.0%
Average YTD collection as % of Full Year	9.2%	16.8%	20.6%	24.0%	29.0%	41.1%	54.8%	69.2%	81.4%	89.9%	94.1%	100.0%	

2. TOT Budget and Estimates (FY 2023-2024)

FY 23-24 BUDGETED full-year revenue	Rate	18,000,000	Estimated Reserves (*)	Actual Reserves
less Tourism	18.08%	3,254,000	\$ 903,401	\$ -
less Housing	6.54%	1,176,923	\$ 326,762	\$ -
less Transit	6.54%	1,176,923	\$ 326,762	\$ -
Net to Town's General Fund		12,392,154	* Based on performance to budget YTD, final reserve account balances will be determined by actual performance to budget at completion of Fiscal Year	

	Quarter Total: 3,707,580			Quarter Total: 3,686,230			Quarter Total: 7,270,650			Quarter Total: 3,335,540			18,000,000
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Full-Yr Total
FY 23-24 Budgeted Monthly Revenue	\$ 1,658,110	\$ 1,374,020	\$ 675,450	\$ 605,760	\$ 916,070	\$ 2,164,400	\$ 2,470,940	\$ 2,601,890	\$ 2,197,820	\$ 1,530,160	\$ 752,180	\$ 1,053,200	18,000,000

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
FY 23-24 Actual Collection	2,187,641	1,930,626	1,445,408	1,060,034	1,017,401	3,211,335	4,009,841	-	-	-	-	-	14,862,286

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
FY 23-24 Differences: Budget vs Actuals YTD	529,531	556,606	769,958	454,274	101,331	1,046,935	1,538,901	-	-	-	-	-	4,997,536
Percent Over/(Under) Budget	32%	41%	114%	75%	11%	48%	62%	0%	0%	0%	0%	0%	28%

Cumulative difference to date: **4,997,536** **51%**

Cumulative actual to last year actual difference to date: **(1,965,478)** **-13%**

