



## Mammoth Lakes Tourism Board Agenda

Wednesday, April 3, 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 Tom Parker,  
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](http://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>

Or join by phone:

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](mailto: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 March 6, 2024**
5. **POLICY MATTERS**
  - 5.1 **Winter Air Service Update - Update on bookings for both MMH and BIH Airports**
  - 5.2 **MLT Fiscal Year 2024/25 Draft Deliverables - Discussion with the Board regarding MLT's deliverables for the Fiscal Year 2024-25. Board to vote to approve the presented deliverables**
  - 5.3 **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
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 - Tom Parker**

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 May 1, 2024.



## **Mammoth Lakes Tourism Board**

### **Minutes of Regular Meeting**

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

**437 Old Mammoth Road, Suite Z, Mammoth Lakes**

Members Present: Chair Pat Foster, Treasurer John Morris, Board Member John Wentworth, Board Member Jess Karell, Board Member Kirk Wallace, Board Member Cristi Quesada-Costa

Members Absent: Vice Chair Eric Clark, Secretary John Mendel, Board Member Darlene Magner

---

#### **1. CALL TO ORDER AND ROLL CALL**

Chair Pat Foster called the meeting to order at 1:06 p.m. in the Council Chambers located at 437 Old Mammoth Road.

#### **2. BOARD MEMBER REPORTS**

Treasurer John Morris reported that business had picked up for the lodging community due to the increase in snow and said that the community was hoping for one or two more storms. Mr. Morris said that tonight's Town Council meeting would address two items related to Short Term Rentals

Board Member Cristi Quesada-Costa reported that President's Day weekend was slower than expected for her restaurant and said that last weekend her restaurant was closed all weekend due to the high winds from the blizzard.

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

**3. PUBLIC COMMENTS**

Clean Up The Lake (CUTL) Founder and CEO Colin West thanked MLT Board and Staff for helping him with his efforts to clean our local lakes. Mr. West reported that he and his crew removed over 1,060 pounds of small litter from Lake George in addition to locating some heavy lift items and removed about 3,270 fishing line snags. He said that they also did aquatic invasive species surveillance and sent samples out for testing and identification. Mr. West said that his team would move their efforts to Lake Mary this summer, said that he had been getting the word out to raise funds for the matching support that would be provided by Visit Mammoth's fundraiser, and said that he hoped to clean up one lake per year between now and 2026.

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

**4. CONSENT AGENDA**

Moved by Treasurer John Morris

Seconded by Board Member John Wentworth

Approve the Consent Agenda.

For (6): Chair Pat Foster, Treasurer John Morris, Board Member John Wentworth, Board Member Jess Karell, Board Member Kirk Wallace, and Board Member Cristi Quesada-Costa

Absent (3): Vice Chair Eric Clark, Secretary John Mendel, and Board Member Darlene Magner

Carried (6 to 0)

**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**

Executive Director John Urdi outlined the information in the MLT Strategic Framework presentation and the MLT Key Planning Meeting Dates document. Mr. Urdi said that he would like to move away from one-year strategic plans to a three-year strategic plan.

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

Moved by Chair Pat Foster

Seconded by Treasurer John Morris

Approve MLT Strategy and Goal Setting for Fiscal Year 2024/25.

For (6): Chair Pat Foster, Treasurer John Morris, Board Member John Wentworth, Board Member Jess Karell, Board Member Kirk Wallace, and Board Member Cristi Quesada-Costa

Absent (3): Vice Chair Eric Clark, Secretary John Mendel, and Board Member Darlene Magner

Carried (6 to 0)

**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.

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

**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**

There was discussion between members of the Board.

Chair Pat Foster, Treasurer John Morris, and Board Member Kirk Wallace volunteered to serve on the Staff Compensation and Benefits Ad Hoc Review Committee.

Vice Chair Eric Clark, Secretary John Mendel, and Chair Pat Foster volunteered to serve on the Executive Director Contract Ad Hoc Review Committee.

Board Members Kirk Wallace and Cristi Quesada-Costa, and Treasurer John Morris, volunteered to serve on the Special Event Grant Funding Ad Hoc Review Committee.

#### **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.**

Board Member Jess Karell, Treasurer John Morris, and Chair Pat Foster volunteered to serve on the TBID Appeal Panel.

Executive Director John Urdi outlined the information in the Financial Reports,

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**

There was no report given.

##### **6.2 Communications**

Communications Coordinator Lauren MacLeod provided an update on Public Relations and Communications efforts. Ms. MacLeod reported that MLT recently had a large placement in, and was listed as the top winter destination in, United Airlines' in-flight magazine Hemispheres, as well as a placement in Advanced Airlines' new in-flight magazine, AAltitude. She said that they had four media visits last month and had several upcoming media visits. Ms. MacLeod said that she had recently attended the Visit California Dallas Media Dinner, and said that MLT had relaunched the Crib Content Strategy, and that the Argentinian Snowboard Team was currently using the Crib while training for the Olympics. She announced that the Lake Mary Road Project had launched, said that tomorrow's Community Coffee would feature an update on the Reds Meadow Project which would pair with a new blog post which would be a living document that would provide updated information about the Reds Meadow Project as well as Yosemite National Park.

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 announced that the Winter Matador video was out, gave an update on the Community Sentiment Survey, and said that the CUTL tool kit with a press release was now available. She reported that she would attend the Visit California Outlook Forum with Executive Director John Urdi, Director of Sales and International Marketing Michael Vanderhurst, and Chair Pat Foster on Sunday.

### **6.4 Local Marketing**

Marketing Manager Emily Bryant gave an update on recent local marketing activities. Ms. Bryant reported that representatives from MLT and CUTL attended the recent Bart Hall Travel shows in Del Mar and Long Beach and were able to play videos for the attendees that showed the amount and various types of trash found in the lakes. She announced that the Special Event Funding Committee Members John Morris, Stu Brown, Deb Radcliff and Brent Truax went through all the special event applications, and approved funding for twenty-three of the twenty-seven requests. The total amount requested was \$546,100, and the total amount funded was \$300k. She said that they were in the process of cutting checks, and thanked those on the ad hoc committee for their efforts.

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. Lindberg reported that MLT's Crowd Rift program had a new format which made it more user friendly.

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

## **7. OTHER STANDING UPDATES**

### **7.1 Mammoth Resorts Update - Eric Clark**

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

There was no report given.



## **7.2 Mammoth Lakes Chamber of Commerce Update - Jess Karell**

Board Member Jess Karell gave an update on the Mammoth Lakes Chamber of Commerce news, activities and operations. Ms. Karell announced that this was her last meeting on the Board and said that there would be a new Chamber Representative appointed to take her seat. She spoke about the impressive sustainability efforts at a festival she attended last weekend in Arizona including discounts for eventgoers who reused their cups, and giveaways such as hats and t-shirts for attendees who grabbed a bag, filled it with trash and turned it in. She announced that Community Coffee was tomorrow with an update on Reds Meadow, the Chamber Ski Power Hour and Power Lunch sponsored by Mammoth Hospital would take place on March 19th at 10:30 a.m. at Chair 3 followed by lunch and a discussion about Altitude Wellness, and the Business After Hours would take place on March 26th at Devils Creek Distillery. She said that the 4th of July Parade sponsorships were now open, discussed changes to how award recipients would be selected for this year's Business Excellence Awards, and announced that the nominations period would open on March 15th.

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

## **7.3 Town Council Update - John Wentworth**

Board Member John Wentworth gave an update on Town Council news, activities and operations. Mr. Wentworth said that Visit California announced that they had formally adopted the new tagline "California is the Ultimate Playground" for their campaign. He provided an update on the Comprehensive Economic Development Strategy (CEDs) grant that the Town had submitted for a Biomass Plant.

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

**8. ADJOURNMENT**

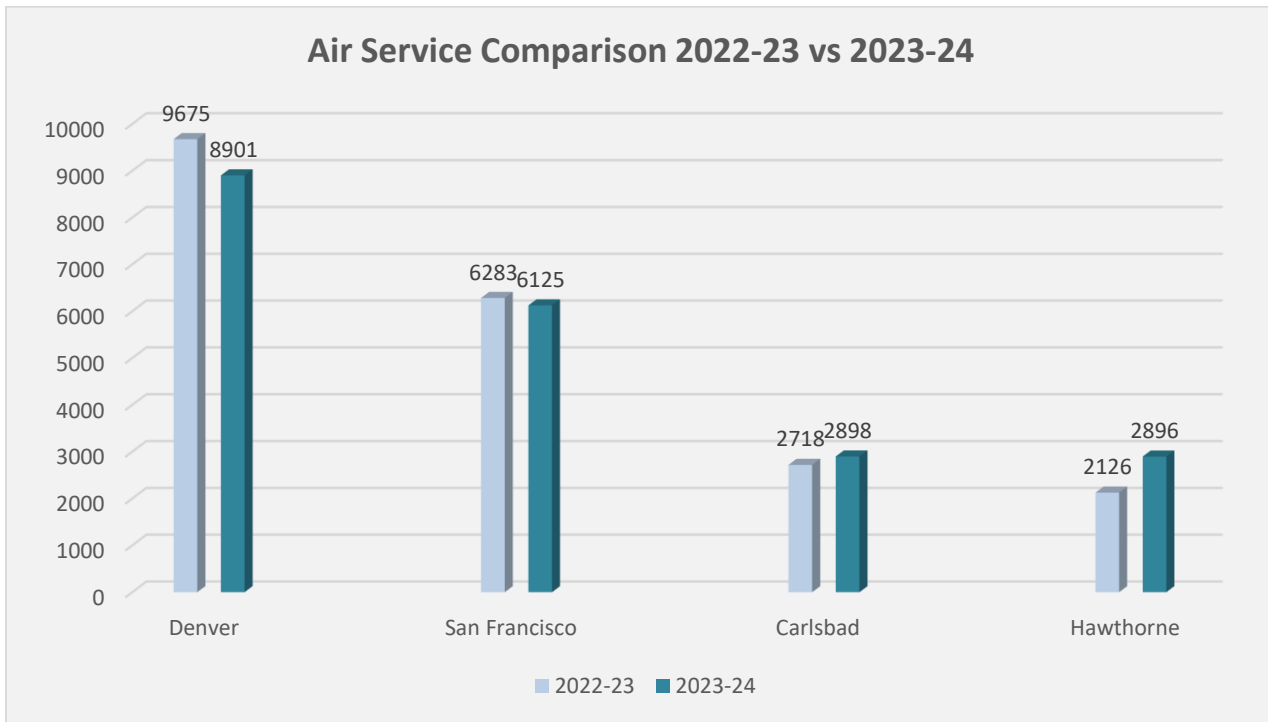
The meeting was adjourned at 2:55 p.m. to the next regular meeting scheduled to be held on April 3, 2024.

---

Angela Plaisted, Assistant Clerk

# Air Service Update 4-3-24

## Bookings



### Year-over-year roundtrips

- Denver is down -774, which is -8% compared to last year.
- San Francisco is down -158, which is -3% compared to last year.
- Carlsbad is up 180, which is +7% compared to last year.
- Hawthorne is up +770, which is +36% compared to last year.

Total we are up +18 round trips across all markets – roughly 9 individual passengers

Summer 2024 service has been loaded for both United and Advanced Airlines

**Mammoth Lakes Tourism**  
**FY 2024-25 – DRAFT DELIVERABLES**

The FY 2024-25 deliverables reflect MLT’s commitment to a community first approach in representing the Town of Mammoth Lakes to our residents and visitors and in maintaining our brand awareness in existing and emerging destination markets. Stewardship for residents, community and environment are paramount.

**Sustainable Revenue Generation**

The Town of Mammoth Lakes continues to thrive as a tourism-based destination but not without challenges. Mammoth Lakes Tourism will continue to work to maximize revenues for our businesses and the Town while being the leading voice of education, stewardship, and responsible travel. Balancing resident quality of life, environmental protection and economic prosperity will be the ongoing focus. Considering housing and staffing challenges throughout the town, more people or 100% occupancy is no longer the goal; instead focus will be on enhancing the quality of life for our residents as well as the experience of our visitors while maximizing revenues and increasing need-time occupancy.

In this case, “**sustainable**” means “*to be able to be maintained at a certain level or rate*” but also “*to use a resource without it being depleted or permanently damaged*” such as our natural recreation resources.

**Overarching Organization Deliverables**

- A. *Community outreach and resident quality of life enhancement will be a major focus moving forward including local infrastructure enhancements including funding assistance from MLT.*
- B. *Coordinate with TOML, ESCH, MLR, MMSA, USFS, NPS, Cal Trans, and other entities to begin developing a comprehensive Sustainable Destination Management Plan for our future success.*
- C. *Expand resident sentiment research and develop plans for engagement and education regarding MLT and TOML efforts*
- D. *The continuous education of our visitors to respect our residents, community and environment will be the focal point of our peak time messaging.*
- E. *Mammoth Lakes Tourism will remain nimble and flexible with the ability to shift messaging to best suit the needs of our community at any time based on market challenges and opportunities.*
- F. *Achieve \$27m in TOT revenues for FY 2024-25 with 6 months at \$2m+ and 5 months at \$1m+.*
- G. *Achieve \$7m in TBID revenues for FY 2024-25 via filling need times, increased length of stay, and visitor spend.*
- H. *Enplanement goals for FY 2024-25 of 5,000 at MMH and 11,500 at BIH*

**1. Brand & Community Awareness – Responsible Travel & Visitor Education**

- A. Heavily educate via stewardship messaging to visitors both before they arrive and while in-town
- B. Actively promote alternative activities/locations to limit overcrowding in popular areas.
- C. Continue to develop relevant content on the MLT website related to stewardship.
- D. Partner with journalists and athletes to promote stewardship via third parties.

- E. Refine the Real Unreal messaging to be as straightforward and clear as possible regarding expectations of stewardship from guests and residents.

**2. Community Communications – Local Promotion and Advertising Programs**

- A. Create & implement advertising and promotion plans (including work with MLCC, Lodging and Restaurant Associations) for local outreach both to residents and visitors for restaurants, retail, activities, gift cards, air programs, events, etc.
- B. Create a local communication plan centered around education on tourism funded infrastructure projects and stewardship.
- C. Track website pass-throughs to local businesses and events achieving a 5% increase YOY
- D. Continue to push MLT’s new user-friendly website access for local businesses to update their listings, add special offers, and switch out imagery easily with the new website.

**3. Community Engagement – Public Engagement and Outreach**

- A. Develop a Community Engagement Plan using the different sources and studies we have identified. This includes the Community Sentiment study from The Shipyard, the JLLA project and the information coming out of the Destination Think Collective, among others.

**4. Community Engagement – Local Partnerships**

- A. Work with all local partners and TOML with a resident first lens and focus to identify infrastructure and quality of life needs and corresponding MLT budget support

**5. Community Communications (B2C) – Banners & Signage**

- A. Ensure consistent quality banner product promoting 4-seasons and Real Unreal creative and work with TOML to replace broken banners and hardware as needed.
- B. Work with TOML to get snowflakes up in November and down in April to swap out for banners. Explore expanding holiday decoration presence on Main Street and Old Mammoth Rd.

**6. Brand & Community Awareness – Domestic Marketing**

- A. Engage in conversations about refocusing winter destination marketing to reflect midweek/non-holiday and air service messaging only.
- B. Focus on non-peak seasonal marketing, which includes mid-week year-round, spring, and fall.
- C. Grow email database by 10% as compared to FY 2023-2024 numbers.
- D. Continue to refine The Real Unreal campaign messaging, focusing on inviting and educating visitors that hold the same stewardship values as our residents.
- E. Re-engage with content creators/influencers to drive the midweek, non-peak messaging
- F. Increase total social media audience growth 5% YOY

**7. Brand & Community Awareness – Public Relations / Communications**

- A. Vet and coordinate high quality domestic media visits with a mix of general travel and community effort messaging. Achieve 5% growth in unique impressions over 2023-24.
- B. Coordinate 12 high quality international media placements over 2023-24 ~~1-22~~.
- C. Achieve 10% growth in media impressions internationally over 2023-24 ~~1-22~~.
- D. Promote high altitude training and community efforts through Crib visitation and collaboration with Mammoth Track Club (2028 Olympic focus).

**8. Experience & Attractions – Event Promotion/Support**

- A. Increase budget to \$350,000 (17% increase YOY) for FY 2024-2025 event grant funding cycle for events in spring, summer, fall 2025.
- B. Create new guidelines and grading system for special event grant funding and enforce deliverable requirements due from event promoters
- C. Continue to expand event promotion/advertising plan for summer 2024.
- D. Continue to require post-event surveys to capture data and better understand visitor use, event success and local economic impact.

**9. Access & Transportation Awareness – Air Access**

- A. MLT to continue to support MMH Airport and scheduled charter air service through marketing efforts, airline contracting, and subsidy negotiation and payments.
- B. Continue to responsibly explore year-round service at MMH and BIH

**10. Access & Transportation Awareness – Air Service Promotion**

- A. Promote local air discount programs to encourage both commercial and scheduled charter flying to fill outbound, off-peak flights.
- B. Track satisfaction with BIH air service via NPS scores related directly to “visiting Mammoth Lakes”. Benchmark set at 76 (BIH currently 73.20)
- C. Track satisfaction with MMH air service via NPS scores related to “visiting Mammoth Lakes”. Benchmark set at 955 (MMH currently 93.65 with ZERO detractors for winter 2023-24).
- D. Work with the TOML, business partners, transportation providers, MLCC and MMSA to reach an NPS score of 81 for summer 2024.

**11. Brand & Community Awareness – International Marketing**

- A. Work with Visit California, Alterra and MMSA ~~Mammoth Resorts~~ to regain visitation from key international markets to come during our need times: Spring, Fall, midweek Winter.
- B. Continue to Educate international travel trade partners on the value of Mammoth Lakes experience and to respect the local community.
- C. Continue to represent MLT at international trade and media sales missions / industry conferences to promote Mammoth Lakes as a year-round destination.
- D. Explore re-entering China through in-market representation for 2024-25
- E. Utilize the Symphony Dashboard data to track visitation changes from key international markets



**Mammoth Lakes Tourism Financial Report  
April 3, 2024**

**Preliminary Transient Occupancy Tax (TOT)**

- TOT collections for February 2024 came in at \$4,158,628 which is +\$1,556,739 and +60% to budget
- Year-to-date overall TOT revenues are \$19,091,256 which is +\$6,624,616 and +53% to budget and - \$1,856,229 and -9% to LY
- February TOT was +\$38,907 and flat to LY

**Preliminary Tourism Business Improvement District (TBID)**

- TBID collections for February 2024 came in at \$1,060,387 which is +\$92,387 and +9.5% to budget.
- Year-to-date overall TBID revenues are \$4,782,851 which is -\$38,348 and -0.8% to budget and -\$262,512 and -5.3% to LY
- February TBID was +\$33,191 and +3.2% to LY

	2023	2024	Budget	Diff to LY	Difference to Budget	
Lodging	\$338,671	\$322,540	\$300,000	-\$16,131	+22,540	+7.5%
Retail	\$196,498	\$174,277	\$184,000	-\$22,221	-\$9,723	-5.3%
Restaurant	\$196,249	\$186,584	\$184,000	-\$9,665	+\$2,584	+1.4%
Ski Area*	\$295,778	\$376,985	\$300,000	+\$81,207	+\$76,985	+25.7%

\*Ski area now collects 2.5% versus 2% LY

**Bank Balances**

- Measure A Checking account balance = \$1,481,463.74
- Measure A Savings account balance = \$5,020.51
- TBID Checking account balance = \$1,836,063.33
- TBID Savings account balance = \$5,015.78
- 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 = \$464,376.43
- Special Event CDARS account balance = \$620,092.75

**Money Market Account**

Balance of the FDIC Insured TBID Money Market account is \$2,755,257.67

**Tourism Reserve Fund**

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

- The current balance is \$1,197,527

**Profit and Loss Statements (P&L)**

- Please let us know if you have any questions.

**Transient Occupancy Tax**  
Collection through February 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	2,187,660	1,930,626	1,445,408	1,060,034	1,017,621	3,219,851	4,071,428	4,158,628	-	-	-	-	19,091,256
YTD collection as % of Full Year	11.5%	10.1%	7.6%	5.6%	5.3%	16.9%	21.3%	21.8%	0.0%	0.0%	0.0%	0.0%	
<b>% change from prior year</b>	<b>-2.2%</b>	<b>9.5%</b>	<b>17.0%</b>	<b>17.6%</b>	<b>-25.2%</b>	<b>-27.4%</b>	<b>-16.8%</b>	<b>0.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-35.3%</b>
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)**

<b>FY 23-24 BUDGETED full-year revenue</b>	Rate	<b>18,000,000</b>	<b>Estimated Reserves (*)</b>	<b>Actual Reserves</b>
less Tourism	18.08%	3,254,000	\$ 1,197,527	\$ 197,266
less Housing	6.54%	1,176,923	\$ 433,148	\$ 71,351
less Transit	6.54%	1,176,923	\$ 433,148	\$ 71,351
Net to Town's General Fund		<b>12,392,154</b>	* 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
<b>FY 23-24 Budgeted Monthly Revenue</b>	\$ 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	<b>18,000,000</b>

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
<b>FY 23-24 Actual Collection</b>	2,187,660	1,930,626	1,445,408	1,060,034	1,017,621	3,219,851	4,071,428	4,158,628	-	-	-	-	<b>19,091,256</b>

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
<b>FY 23-24 Differences: Budget vs Actuals YTD</b>	529,550	556,606	769,958	454,274	101,551	1,055,451	1,600,488	1,556,738	-	-	-	-	<b>6,624,616</b>
<b>Percent Over/(Under) Budget</b>	32%	41%	114%	75%	11%	49%	65%	60%	0%	0%	0%	0%	37%

Cumulative difference to date: **6,624,616** **53%**

Cumulative actual to last year actual difference to date: **(1,856,229)** **-9%**



