



Mammoth Lakes Tourism Board Agenda

Wednesday, September 4, 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 Tom Parker, Board Member Kirk Wallace, Board Member Cristi Quesada-Costa, Board Member Mary Beth Ericson

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>

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 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 August 5, 2024

5. POLICY MATTERS

5.1 MLT Ad Tracking Results - Presentation on 2023/24 Ad Tracking Results

5.2 Revised Special Event Funding Review - Overview of New Special Event Funding Guidelines as Set By the Ad Hoc Special Event Review Committee

5.3 Website Growth Marketing Presentation - Review of Website Strategies and Tactics

5.4 Resident Sentiment Survey Results - Presentation of Resident Sentiment Survey Findings

5.5 President & CEO Contract Recommendation - Review of Revised President & CEO Employment Contract; Board Discussion and Vote

5.6 Discussion of Town Council Proposed 2-point Transient Occupancy Tax (TOT) Increase (from 13 to 15%) - Board Discussion and Vote on Whether to Take a Position on the Proposed Increase

5.7 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.

Discussion of President & CEO check signing limit – currently anything above \$500 needs a second signature (administrative action no vote needed, just board consensus).

6. DEPARTMENT UPDATES

6.1 International Sales

Receive an update on international efforts from Vice President, Global Tourism Michael Vanderhurst.

6.2 Community Engagement

Receive an update on community engagement efforts from Vice President, Community Engagement Director Betsy Truax.

6.3 Digital Marketing

Receive an update regarding digital marketing efforts 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 next regular meeting is scheduled for Wednesday, October 2, 2024, from 1-3pm. Board to consider rescheduling or canceling the October meeting due to the President & CEO being out of office at that time.



Mammoth Lakes Tourism Board

Minutes of Regular Meeting

August 5, 2024, 1:30 p.m.

437 Old Mammoth Road, Suite Z, Mammoth Lakes

Members Present: Chair Pat Foster, Vice Chair Eric Clark, Treasurer John Morris, Board Member John Wentworth, Board Member Tom Parker, Board Member Kirk Wallace, Board Member Cristi Quesada-Costa, Board Member Mary Beth Ericson

Members Absent: Secretary John Mendel

1. CALL TO ORDER AND ROLL CALL

Chair Pat Foster called the meeting to order at 1:45 p.m. in the Council Chamber located at 437 Old Mammoth Road, Suite Z, Mammoth Lakes, CA.

Vice Chair Eric Clark reported that he would participate in the meeting remotely under the Just Cause Provisions of Assembly Bill (AB) 2449 for medical reasons.

2. BOARD MEMBER REPORTS

Chair Pat Foster said that he received a call from a friend regarding a classic car group from Southern California that had put together The Road to Reno event in which multiple classic cars would travel from Southern California to Reno for Hot August Nights. Chair Foster said that the group would like to take some photos in the Lakes Basin and at Minaret Vista for promotional purposes today. He said that there would be approximately fifty cars in the group, a dozen of which would be on display at The Village and would then move to Mammoth Brewing

Company with the rest of the vehicles. He invited everyone to come out from 5:30 p.m.-9:00 p.m. tonight to view the cars.

Executive Director John Urdi said that the group had a large social media following and said this could build up into a much larger event over the next few years.

Board Member Tom Parker reported that on July 15th the Mammoth Hospital Board of Directors approved the recommendation to move forward with the North Wing project and provided a construction update on the overall remodel.

Chair Pat Foster welcomed new Board Member Mary Beth Ericson.

Board Member John Wentworth reported that he would need to leave the meeting before 3:00 p.m.

Board Member Kirk Wallace said that Bluesapalooza was fun and that there were a lot of people in Town. Mr. Wallace said that he felt the Bluesapalooza process overall was smoother this year including shuttle service and parking. He announced that Distant Brewing Company had made the 2024 Inc. 5,000 Fastest Growing Private Companies list this year which he said would be published tomorrow. He said that Distant Brewing may be the first Mammoth company to make the list.

Treasurer John Morris said that he had enjoyed the music festivals over the past few weekends and said that we need to put more money into marketing as these events were not as busy as in years past. Mr. Morris requested that a discussion item be added to the September agenda regarding the ballot measure which if passed, would increase the Transient Occupancy Tax (TOT) from 13% -15%, to determine if MLT wanted to take a stance on the issue. He said that he thought it would be good for the organization to have a general answer that they could relay to members of the community if they were asked if MLT was in support or opposition of the increase.

There was discussion between Mr. 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 Board Member Tom Parker

Approve the Consent Agenda.

For (8): Chair Pat Foster, Vice Chair Eric Clark, Treasurer John Morris, Board Member John Wentworth, Board Member Tom Parker, Board Member Kirk Wallace, Board Member Cristi Quesada-Costa, and Board Member Mary Beth Ericson

Absent (1): Secretary John Mendel

Carried (8 to 0)

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

5. POLICY MATTERS

5.1 CDME (Certified Destination Management Executive) Recognition

Recognition of John Urdi's completion of Destination International's Certified Destination Management Executive – acknowledgement by Gary Sherwin, President & CEO of Newport Beach and Company.

President and CEO of Newport Beach and Company Gary Sherwin spoke about the process Executive Director John Urdi went through to earn the designation of Destination International's Certified Destination Management Executive (CDME). Mr. Sherwin said that the CDME program started thirty years ago and that there were only four hundred and eighty people worldwide who had graduated from the program. He also said that those who do complete the program usually take at least two years to do so, however, Mr. Urdi finished it in nine months.

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

5.2 Fall Media and Creative Presentation - Overview of fall 2024 media placement and creative

Director of Marketing Sarah Winters outlined the information in the Fall Media Plan Overview presentation.

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

5.3 OCR World Championships Update - Update on the upcoming October 4-6 event

Executive Director John Urdi provided an update on the Obstacle Course Race (OCR) World Championship which would take place in Mammoth from October 4th-6th. Mr. Urdi said that there would be changes to

Mammoth's participation in the event going forward which could potentially include a change from the OCR World Championship to the Spartan Super World Championship for the 10k in October 2026.

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

5.4 Air Service Update - Summer update on MMH and BIH air service

Executive Director John Urdi outlined the information in the Air Service update.

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

5.5 Executive Director Contract Recommendation

Report and recommendations from the ad hoc Executive Director Contract Committee. Board discussion and vote on new Executive Director contract.

Chair Pat Foster spoke about the process the Executive Director Contract Committee, which consisted of himself, Vice Chair Eric Clark, and Secretary John Mendel, went through to make their recommendations and prepare the new draft contract. He then outlined the information in the contract.

Board Member Tom Parker made a motion to approve the contract as written, and should such substantive changes be needed that the Board reconvene to edit the contract subsequently. The motion died for a lack of second.

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

Staff was given direction to edit the contract per today's discussion and bring a revised draft to the next meeting.

5.6 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.

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

Director of Sales and International Marketing Michael Vanderhurst gave an update on international sales activities. Mr. Vanderhurst provided an update on recent and upcoming Familiarization (FAM) visits. He said that there was a Danish OCR athlete confirmed to stay in the Crib and possibly a second Danish athlete who would stay in the Crib.

Board Member John Wentworth congratulated Executive Director John Urdi on achieving the CDME designation and left the meeting at 2:49 p.m.

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

6.2 Communications

Community Engagement Director Betsy Truax announced that Public Relations Coordinator Lauren MacLeod had given notice and that her last day with MLT would be August 14th. Ms. Truax provided an update on communications activities and spoke about recent media placements, potential changes to Community Coffee resulting from fifty viewers attending the last event, but \$2,000 worth of Community Coffee ordered, and provided an update on a bike rack program partnership she was working on for Tourism Business Improvement District (TBID) remitting businesses in Town.

6.3 Marketing

Director of Marketing Sarah Winters gave an update on marketing events and activities. Ms. Winters thanked the locals who had appeared in the Town video series and to Treasurer John Morris for his work narrating the videos. She announced that Friday would be her last day until she returns from Maternity Leave.

Executive Director John Urdi announced the Marketing Manager Emily Bryant's baby had arrived.

There was discussion between staff and members of the Board.

6.4 Community Engagement

This item was combined with Item 6.2.

7. OTHER STANDING UPDATES

7.1 Mammoth Resorts Update - Eric Clark

Vice Chair Eric Clark gave an update on Mammoth Mountain Ski Area (MMSA) news, activities and operations. Mr. Clark congratulated Director of Marketing Sarah Winters on her 1 year anniversary with MLT and her upcoming maternity leave. He made the following announcements: Mammoth Mountain was scheduled to open in ninety nine days, the Sunset Summer Party would be held on August 10th at 5:30 p.m., and the Mammoth Mountain Community Foundation (MMCF) Wine Walk would take place the following weekend. He said that one thing he thought would be helpful to market for summer would be to advocate with Yosemite National Park with regard to what their reservations program was and to push for no reservations mid-week.

Executive Director John Urdi said that he and Community Engagement Director Betsy Truax were now part of the Yosemite Gateway Partners (YGP) and had attended a YGP meeting last month. Mr. Urdi provided an update on concerns voiced by other members of the group and said that MLT would continue to voice their concerns at the meetings and help to provide solutions.

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

7.2 Mammoth Lakes Chamber of Commerce Update - Tom Parker

Board Member Tom Parker gave an update on the Mammoth Lakes Chamber of Commerce news, activities and operations. Mr. Parker thanked the Chamber's Executive Director Brianna Goico and Communications Manager Gina Van Hest for providing him with the Chamber updates. He announced that Cerro Coso Community College would hold a workforce forum in partnership with the Chamber on August 13th and was looking for local employers to attend and provide input regarding training and education needs for future employees and how the College could better prepare the upcoming workforce. He said that the Lease to Locals/Placemate program went live today, and the Town put out a press release about it today as well. He announced that the Chamber's Power Lunch would take place on August 30th with Eastern Sierra Community Bank Vice President and Eastern Sierra Manager Robert

Sharp as the guest speaker discussing fraud prevention. He said that the Town would begin enforcing its sign ordinance and said that the Business Excellence Awards nominations period was extended to August 28th.

7.3 Town Council Update - John Wentworth

There was no report given.

8. ADJOURNMENT

The meeting was adjourned at 3:08 p.m. to the next regular meeting scheduled to be held on September 4th, 2024.

Angela Plaisted, Assistant Clerk



Winter 2023-2024 Advertising Effectiveness Research

August 2024

SMARInsights

Background & Objectives

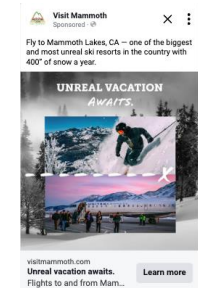
- Mammoth Lakes Tourism (MLT) has again partnered with Strategic Marketing & Research Insights (SMARInsights) to measure winter advertising effectiveness.
- This report evaluates “The Real Unreal” 2023-2024 winter advertising. This campaign launched in winter 2022-2023. SMARInsights conducted advertising effectiveness research last year, allowing year-over-year results comparisons.
- The specific objectives of this research are to:
 - Measure awareness of the advertising
 - Assess reactions to the creative
 - Gauge impact of the advertising on destination image, destination rating and likelihood to visit
 - Evaluate advertising impact on visitation
 - Calculate ad-influenced trips, visitor spending and ROI
 - Explore the impact of the campaign on visitors’ understanding of responsible, sustainable tourism
 - Present insights and recommendations

Campaign Overview

- “The Real Unreal” winter advertising campaign debuted during winter 2022-2023.
- “The Real Unreal” advertising media for winter 2023-2024 tested in this research includes video, social media, native, digital display, print, and audio. Sample ads are shown at right.
- The total 2023-2024 investment in these ads in the target markets was \$1.24 million, down from \$1.60 million in the same period in 2022-2023.
- Like last year, the national portion of the media investment has been assigned to the target markets based on their percentage of target households.

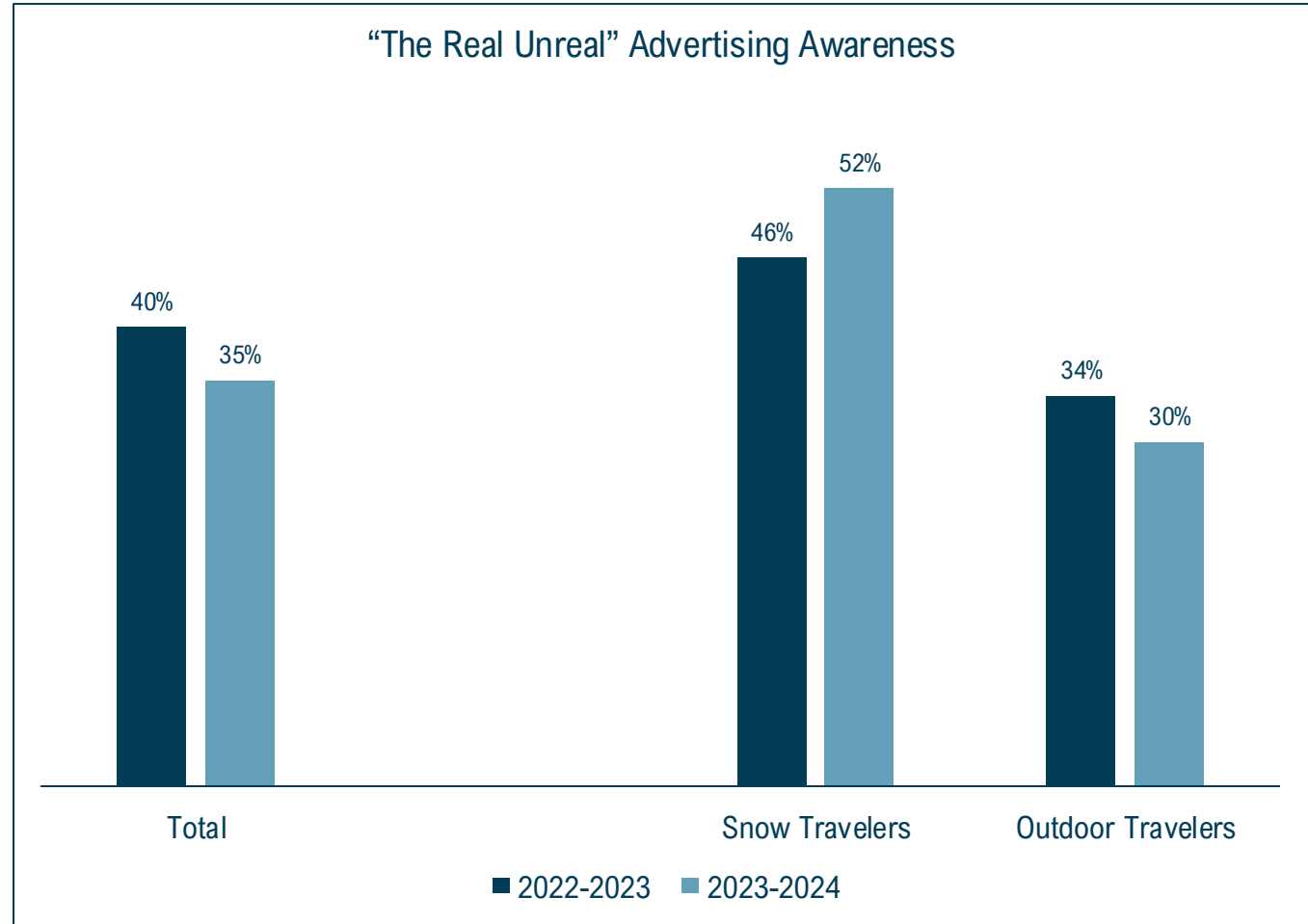
Market	Winter 2022-2023	Winter 2023-2024	% Change
California & Nevada	\$427,024	\$557,824	31%
Denver	\$478,025	\$249,396	-48%
Northeast	\$691,400	\$433,265	-37%
Total	\$1,596,449	\$1,240,486	-22%

Sample 2023-2024 “The Real Unreal” advertising tested in this research



Winter Advertising Awareness

- A smaller media investment led to an overall decline in awareness, from 40% last year to 35% this year.
- However, ad awareness increased among snow travelers, which indicates effective targeting efforts.



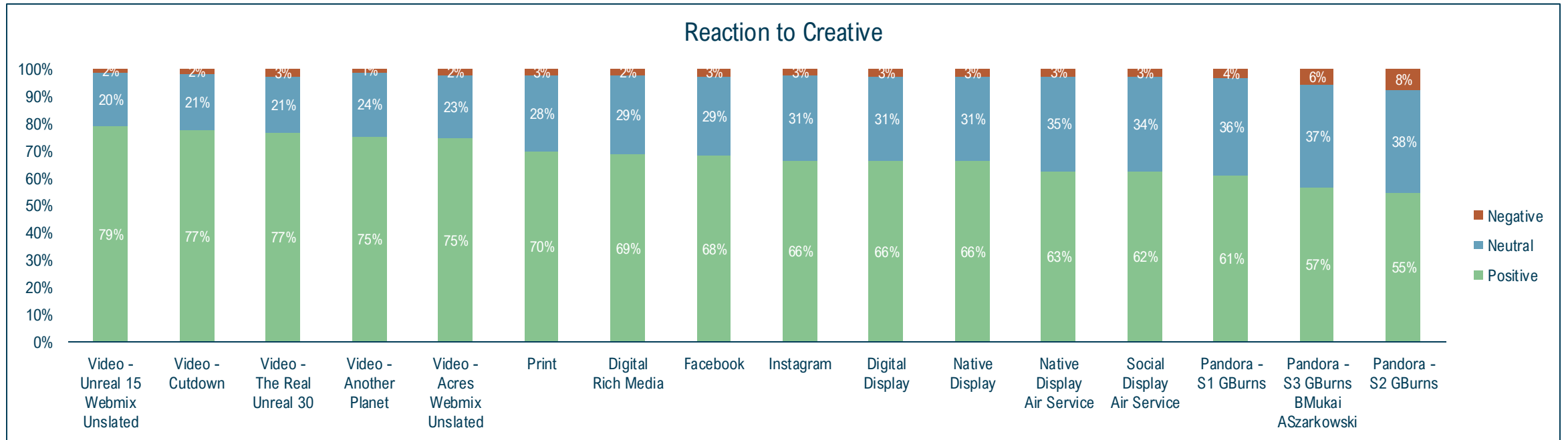
Cost per Aware Household

- The cost per aware household, which is a measure of media investment efficiency, improved year-over-year.
- MLT spent \$0.25 per household reached with the 2023-2024 advertising, which is better than the industry average of \$0.32 for comparable campaigns.

	2022-2023	2023-2024
Ad-Aware HHs	5,342,301	4,994,353
Media Investment	\$1,596,449	\$1,240,486
Cost per Aware HH	\$0.30	\$0.25

Average Cost
per Aware HH
= \$0.32

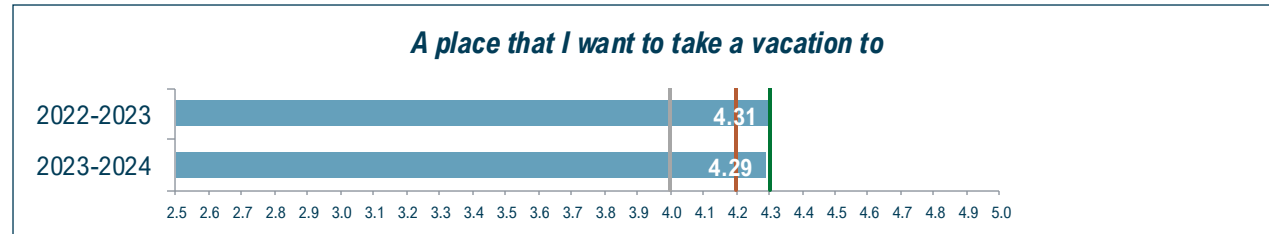
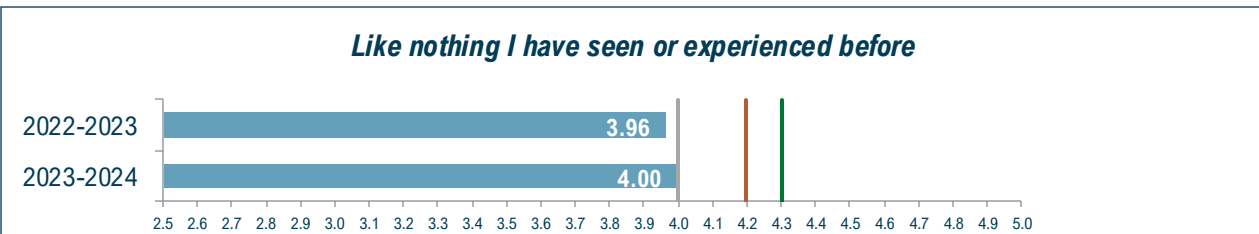
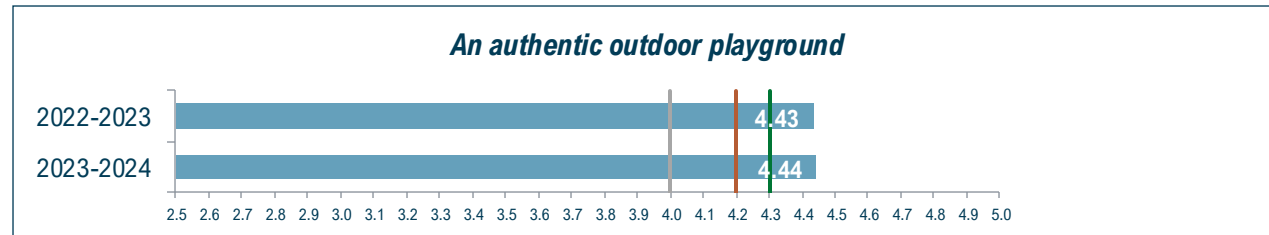
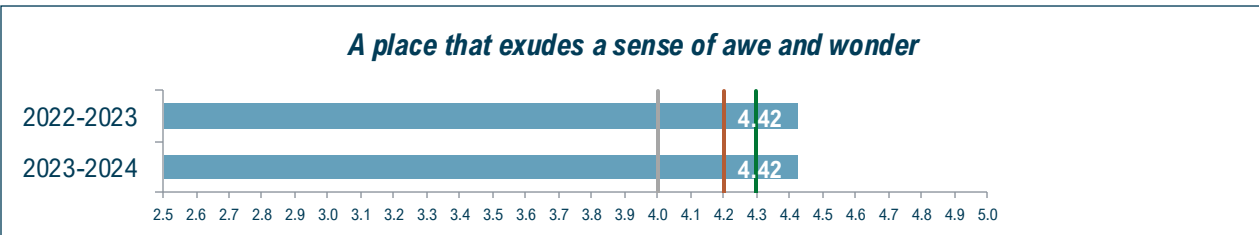
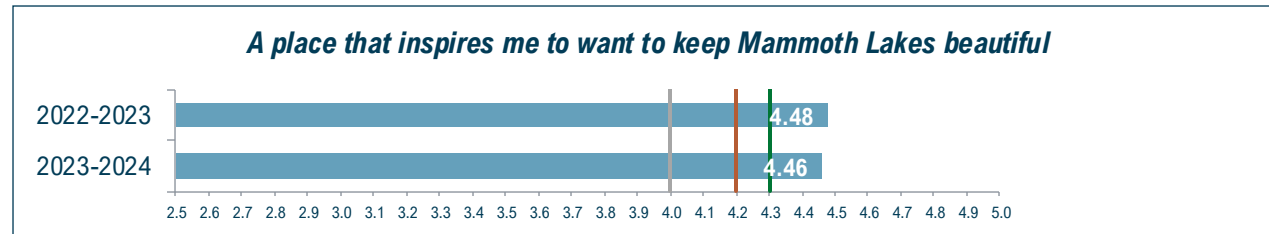
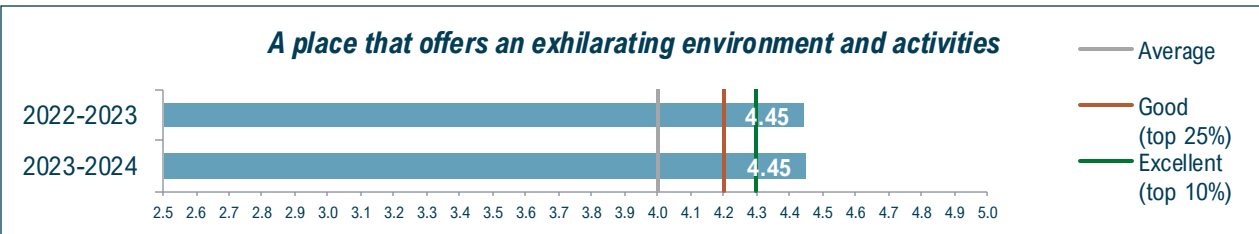
Reaction to 'The Real Unreal' Creative



- In its second year, the Real Unreal campaign continues to get positive reactions from consumers
- Unsurprisingly given the visual nature of the tourism product, the video ads have the most positive reaction while the Pandora ads have the least positive.

Creative Ratings – Snow Travelers

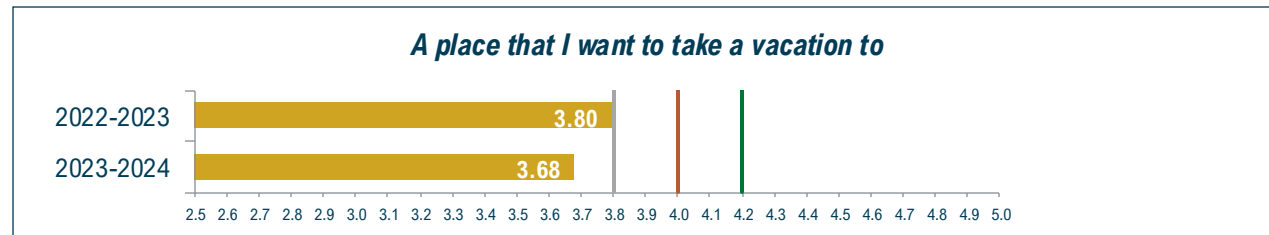
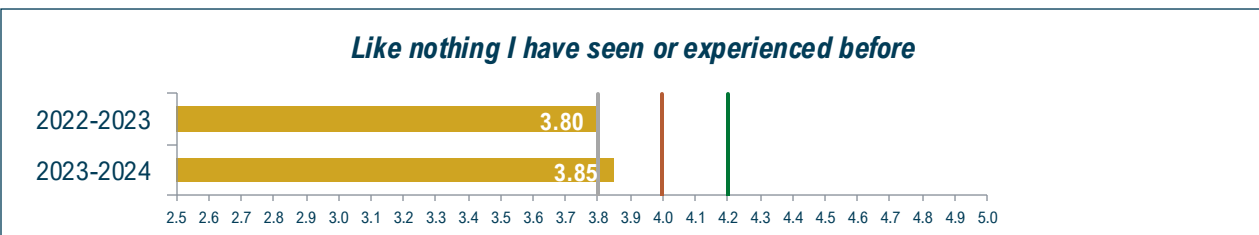
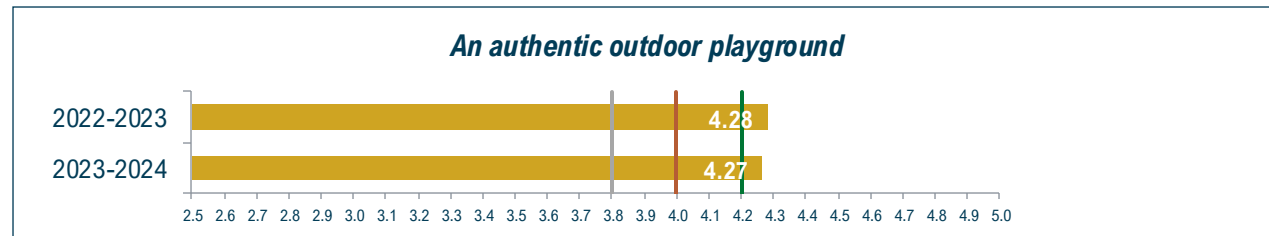
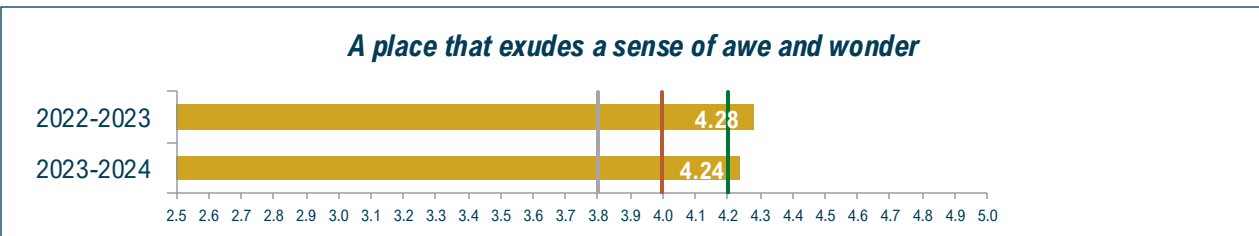
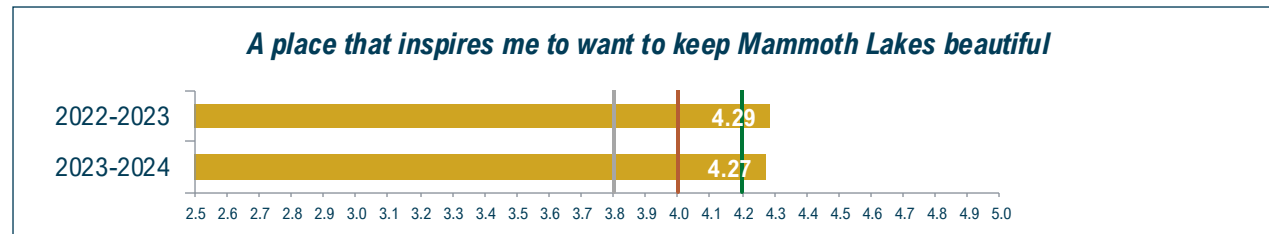
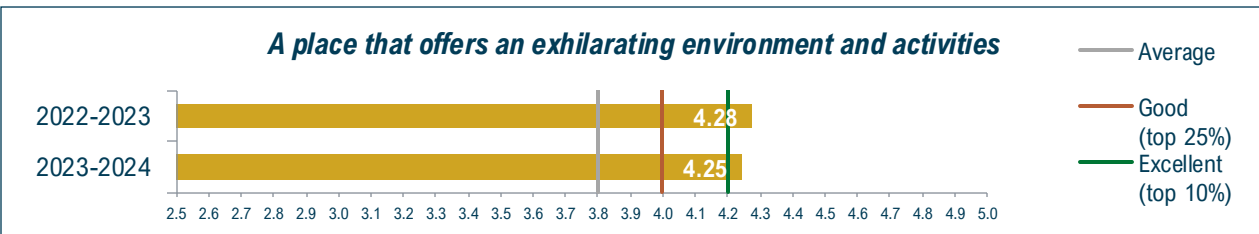
The benchmarks indicated by the vertical lines on the charts are new and are derived from SMARInsights' database of winter advertising ratings given by snow travelers.



- “The Real Unreal” advertising continues to excel at communicating the intended messages to snow travelers.
- Showing/communicating true novelty is challenging, as indicated by the average rating for *Like nothing I have seen or experienced before*.

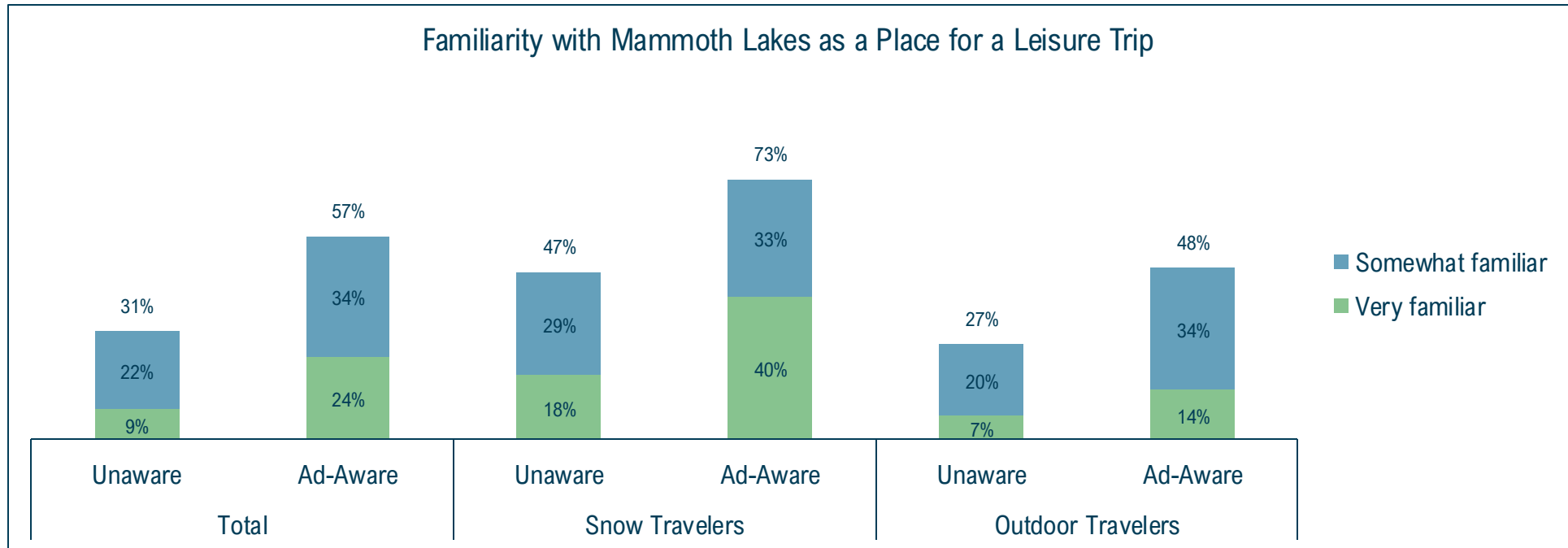
Creative Ratings – Outdoor Travelers

The benchmarks indicated by the vertical lines on the charts are derived from SMARInsights' database of leisure advertising ratings given by leisure travelers.



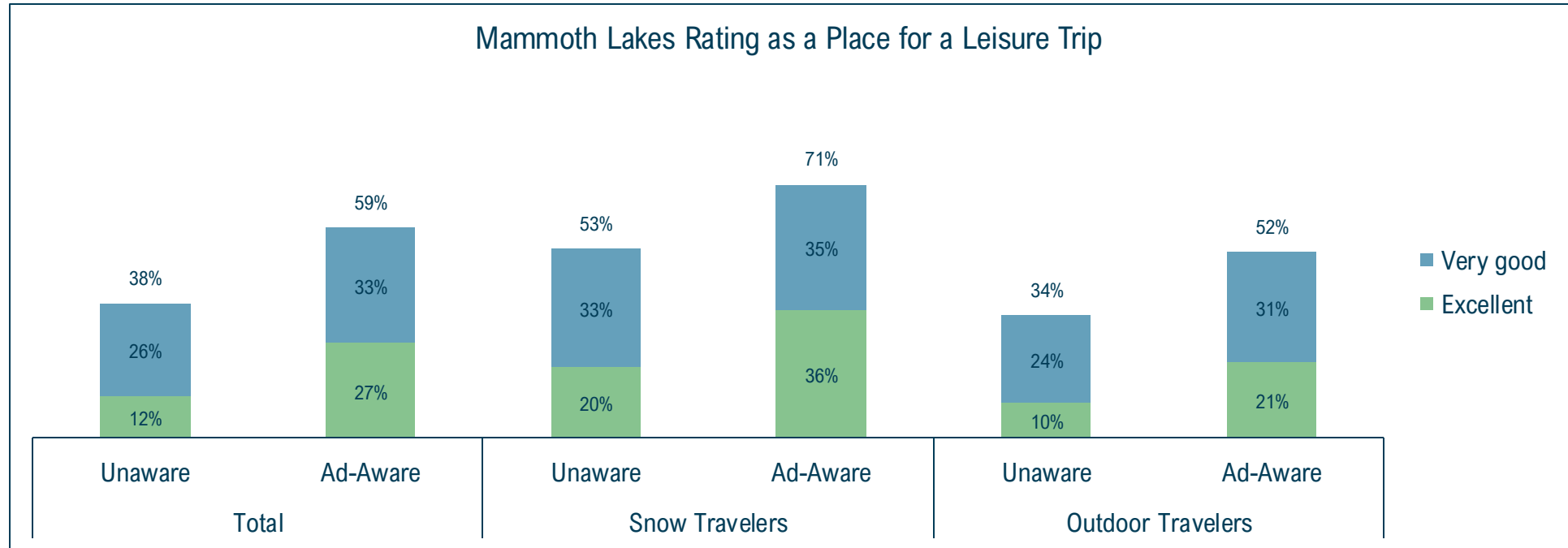
- Among outdoor travelers, the advertising also continues to excel at communicating *exhilarating environment and activities*, *inspires me to want to keep Mammoth Lakes beautiful*, *exudes a sense of awe and wonder*, and *authentic outdoor playground*.
- Novelty is a challenge with outdoor travelers, as is generating interest in visiting. But these results should be expected among a non-snow traveling audience.

Ad Impact on Familiarity



- The 2023-2024 “The Real Unreal” advertising helps to familiarize consumers with the Mammoth Lakes leisure travel product.

Ad Impact on Overall Rating



- The advertising also boosts perceptions of Mammoth Lakes as a place for a leisure trip.

Ad Impact on Mammoth Image

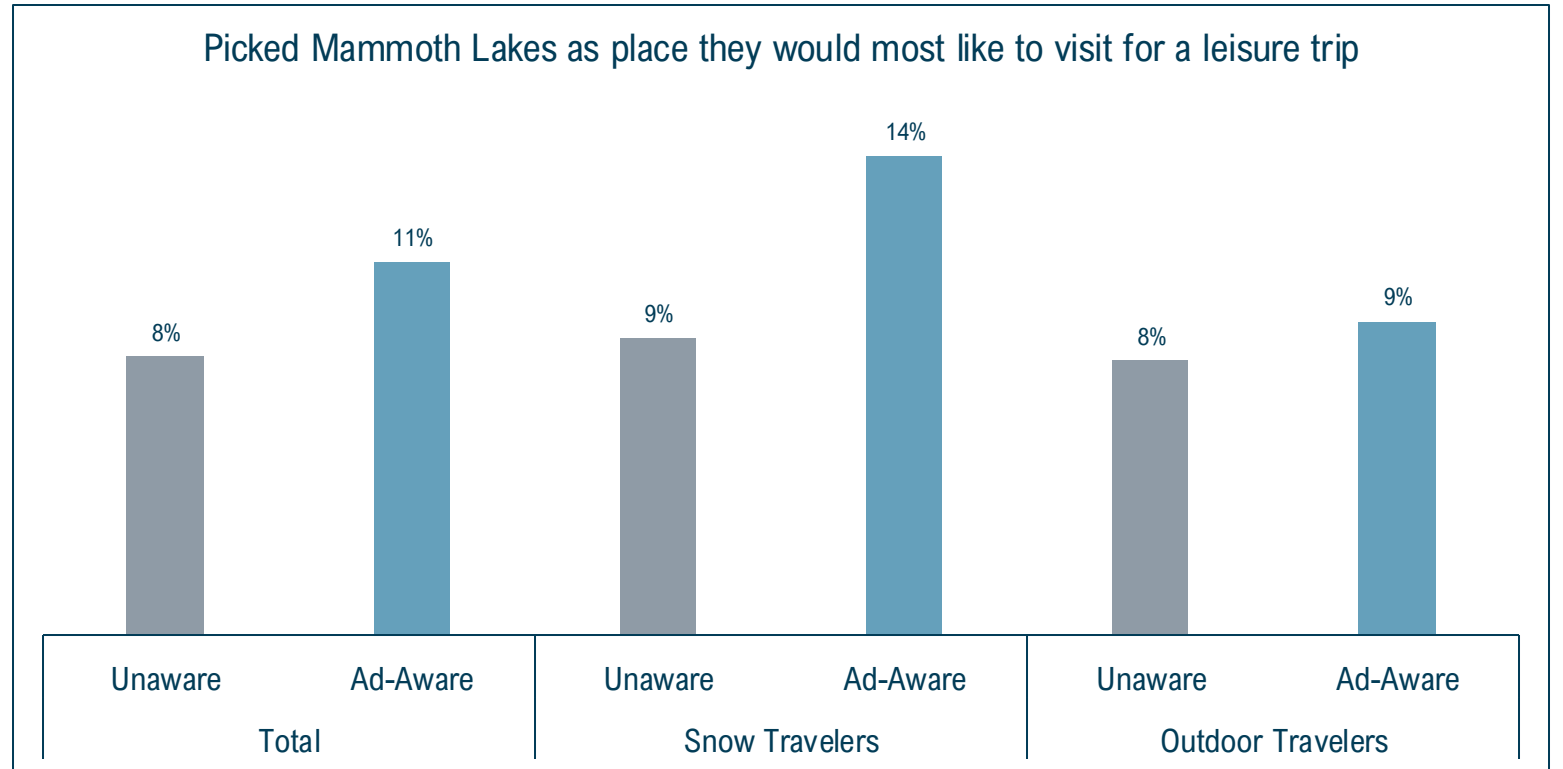
Destination Ratings Benchmarks
>= 4.0 Excellent (top 10%)
3.75 – 3.99 Good (top 25%)
3.5 – 3.749 Average
< 3.5 Below Average

- The advertising helps to build specific perceptions of Mammoth Lakes.
- But even those aware of the ads rate Mammoth in the average range for *like nothing I have ever seen before* – again highlighting the challenge of communicating true novelty.

	Total		Snow Travelers		Outdoor Travelers	
	Unaware	Ad-Aware	Unaware	Ad-Aware	Unaware	Ad-Aware
Is a place I want to protect or keep beautiful	3.95	4.21	4.17	4.35	3.90	4.13
Is a destination for outdoor adventurers	3.88	4.16	4.10	4.27	3.84	4.09
Is majestic in scale and awesome in its natural beauty	3.80	4.11	4.01	4.24	3.76	4.04
Offers an extraordinary sense of awe and feeling of exhilaration	3.70	4.04	3.90	4.18	3.65	3.95
Is an authentic outdoor playground	3.75	4.03	3.98	4.18	3.70	3.94
Is welcoming and friendly	3.69	4.01	3.89	4.17	3.65	3.92
Offers an abundance of year-round activities right outside your door	3.67	3.97	3.88	4.12	3.62	3.88
Has an abundance of diverse terrain	3.68	3.93	3.89	4.09	3.64	3.84
Is a destination that values sustainability and stewardship	3.54	3.88	3.73	4.04	3.50	3.79
Is inclusive to all	3.59	3.88	3.75	4.04	3.55	3.78
Is unpretentious and down-to-earth	3.57	3.86	3.75	3.97	3.53	3.80
Is accessible to all	3.53	3.83	3.69	4.03	3.49	3.73
Is rustic and rugged	3.62	3.76	3.77	3.81	3.59	3.73
Is like nothing I have ever seen before	3.41	3.71	3.56	3.83	3.37	3.64

Ad Impact on Preference

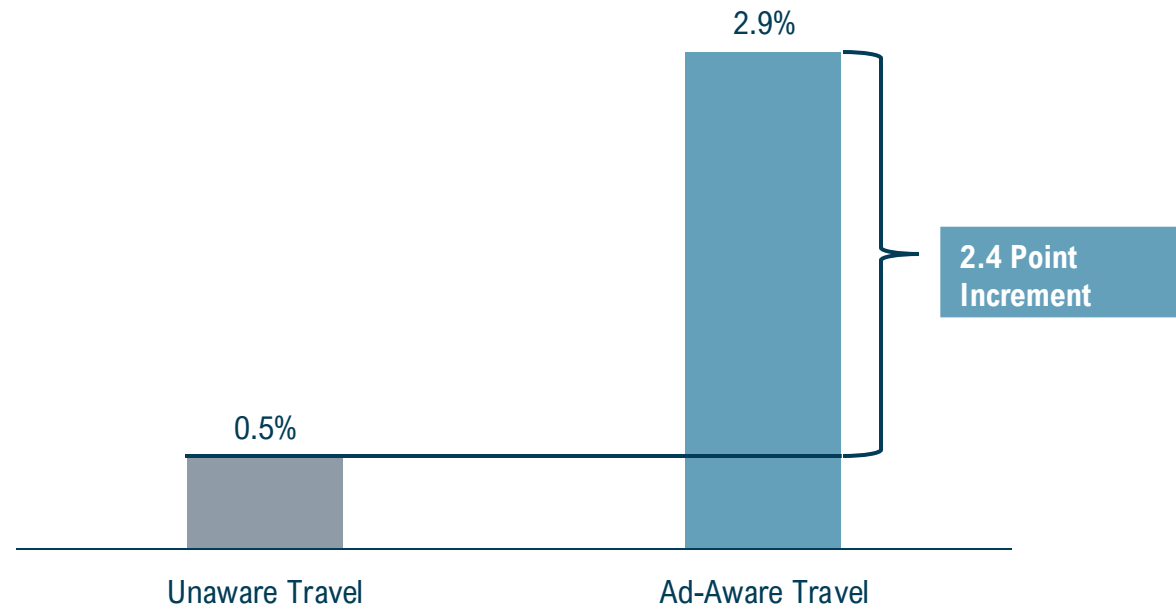
- Those aware of the ads are more likely than those not aware of the ads to pick Mammoth Lakes as their preferred destination of the competitive set.



Winter 2023-2024 Incremental Travel

- “The Real Unreal” advertising influenced Mammoth Lakes travel during winter 2023-2024.
- The level of ad-influenced travel is 2.4 points, which is applied to the quantity of ad-aware households to estimate ad-influenced trips on the next slide.

Winter 2023-2024 Mammoth Lakes Travel



Winter 2023-2024 ROI

- “The Real Unreal” advertising influenced nearly 120,000 Mammoth Lakes trips during winter 2023-2024.
- With average trip spending among ad-aware visitors of \$2,020, the advertising influenced about \$240 million in visitor spending.
- With a media investment of \$1.2 million, the return is \$194 in visitor spending for each \$1 invested in the advertising media.

Total	Winter 2023-2024
Target HHs	14,132,005
Ad Awareness	35%
Ad-Aware HHs	4,994,353
Incremental Travel	2.4%
Ad-Influenced Trips	119,323
Avg. Trip Spending	\$2,020
Ad-Influenced Visitor Spending	\$241,042,465
Media Investment	\$1,240,486
ROI	\$194

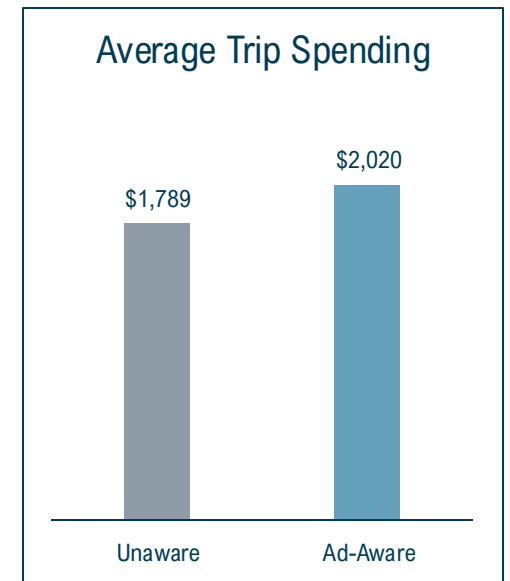
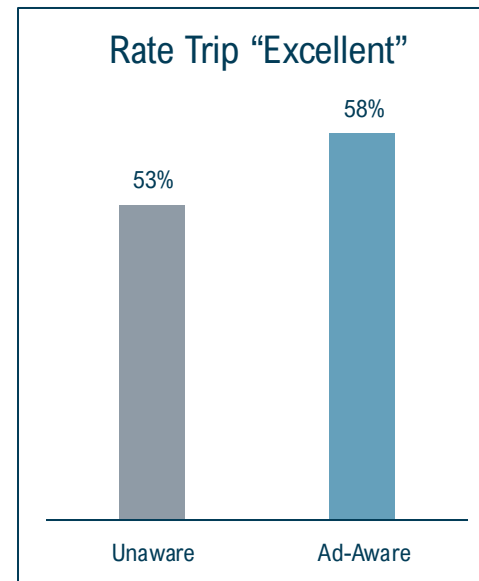
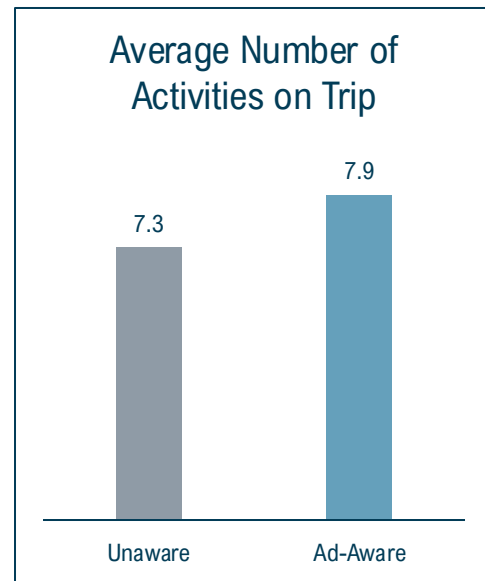
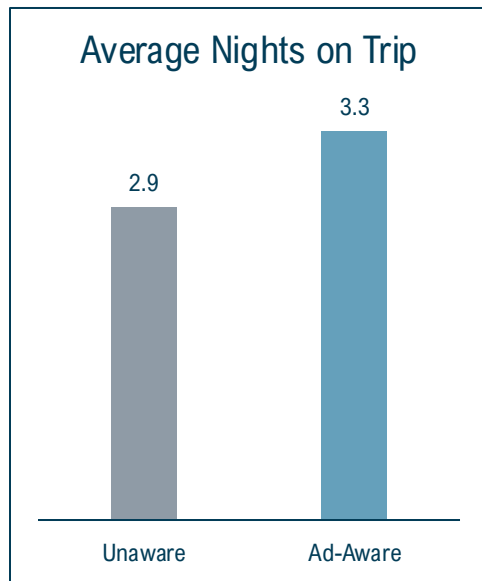
Tracking Winter ROI

	2015-2016	2016-2017	2017-2018	2018-2019	2022-2023	2023-2024
Target HHs	7,476,644	7,476,644	7,610,828	7,873,775	13,355,753	14,132,005
Ad Awareness	28%	33%	38%	43%	40%	35%
Ad-Aware HHs	2,093,460	2,481,082	2,911,976	3,376,452	5,342,301	4,994,353
Incremental Travel	1.7%	2.4%	2.9%	2.1%	5.5%	2.4%
Ad-Influenced Trips	35,247	60,426	84,931	71,262	292,459	119,323
Avg Trip Spend	\$1,890	\$1,617	\$1,790	\$2,216	\$1,954	\$2,020
Ad-Influenced Visitor Spending	\$66,599,344	\$97,706,920	\$152,052,147	\$157,897,751	\$571,585,411	\$241,042,465
Media Investment	\$368,808	\$541,545	\$959,771	\$798,795	\$1,596,449	\$1,240,486
ROI	\$181	\$180	\$158	\$198	\$358	\$194

Target households increased due to adding Denver and Northeast target markets

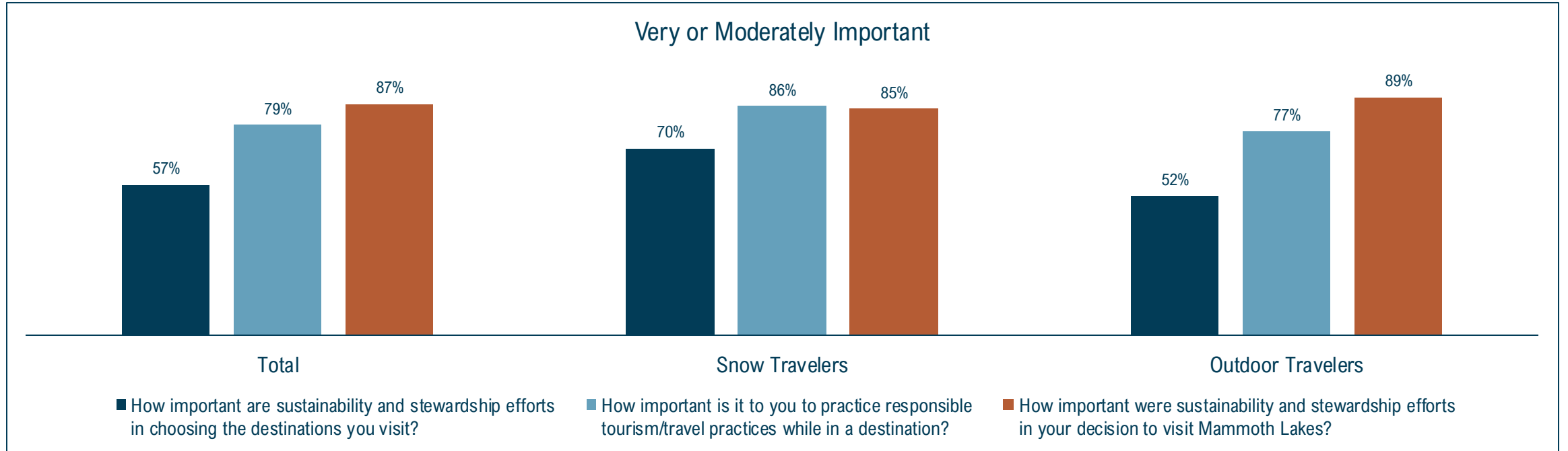
- The winter 2023-2024 advertising resulted in the second-most ad-influenced trips and ad-influenced visitor spending on record, behind only 2022-2023 when record snowfall led to a prolonged ski season and an extended media flight continued to influence trips well into the summer.
- The winter 2023-2024 ROI is also lower than it was during the exceptional 2022-2023 season but is comparable with pre-pandemic ROIs.

Winter 2023-2024 Ad Impact on the Trip



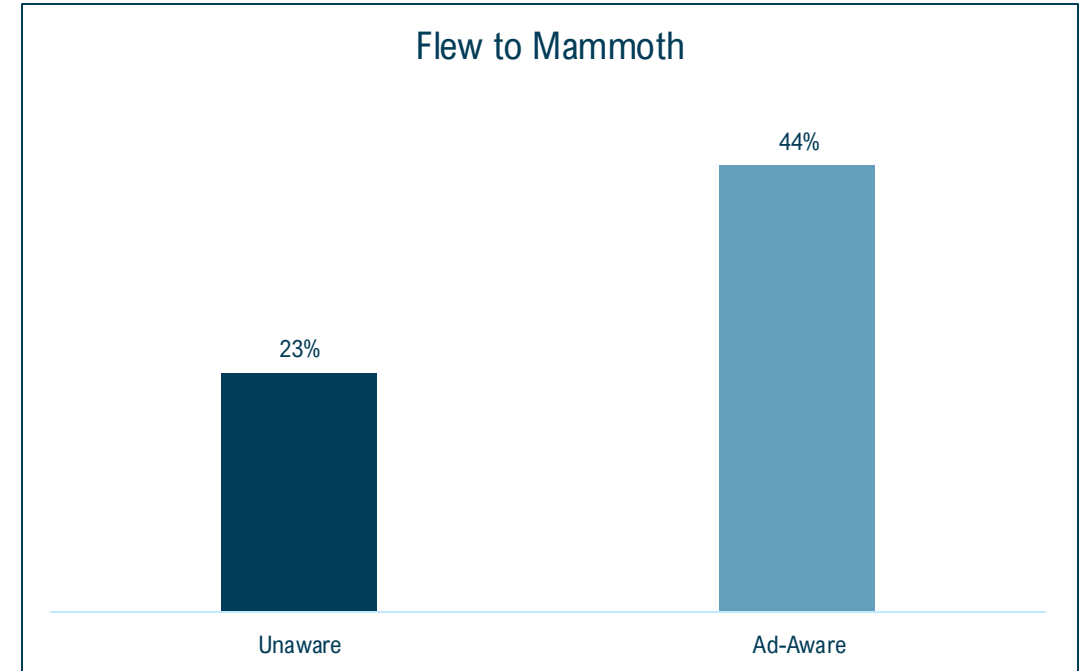
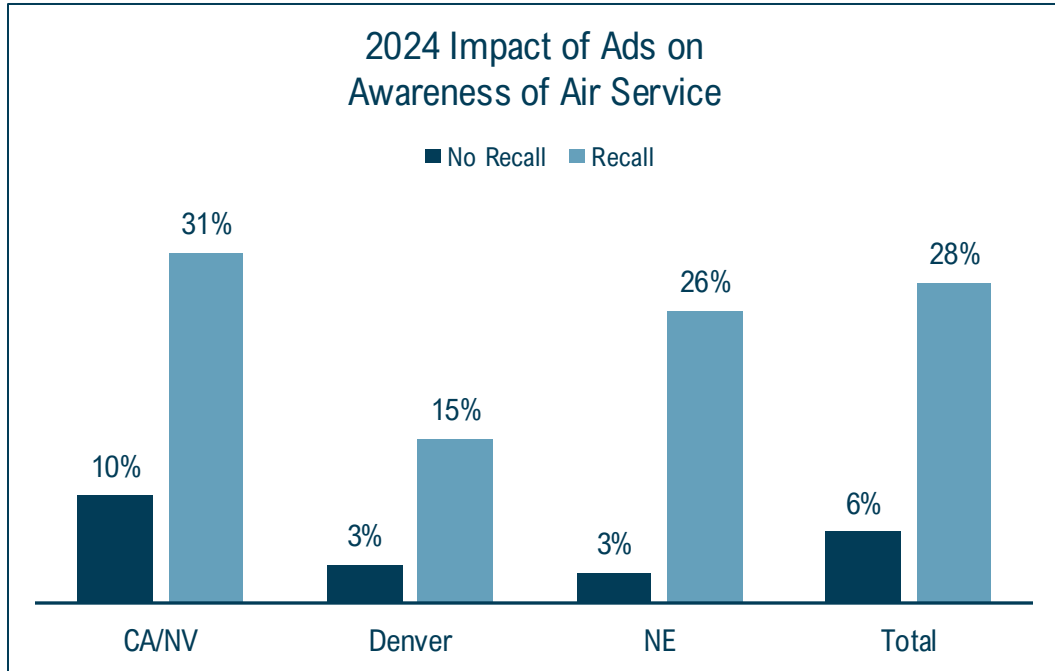
- The 2023-2024 “The Real Unreal” advertising not only influenced Mammoth travel and generated a strong positive ROI, but it also gave visitors ideas of things to do by featuring the best of the destination, leading to longer, more active, better trips with higher spending.

Sustainability Importance



- Sustainability is generally important to snow and outdoor leisure travelers.
- Importance is magnified with Mammoth Lakes, as nearly 9 in 10 visitors indicate that sustainability played a role in their decision to visit the destination.

Air Service



- Those aware of the winter 2023-2024 advertising are more aware of air service options to access Mammoth Lakes and are more likely to have flown to Mammoth than those not aware of the ads.



Mammoth Lakes Tourism Special Event Funding Guiding Document

About Special Event Funding:

In partnership with the Town of Mammoth Lakes, Mammoth Lakes Tourism (MLT) recognizes the important role special events, and the producers who activate them, play in strengthening the economic vitality of the Mammoth Lakes' community while enhancing the resident and visitor experience. Since 2019, Mammoth Lakes Tourism has annually awarded up to \$300,000 in special event funding to event producers in an effort to support the growth of this area of our economy. Funding comes from Measure A dollars in MLT's budget and goes back into our community via the promotion and activation of special events, which in turn adds to TOT, Sales Tax and TBID collections.

Special Event Funding applicants are required to familiarize themselves with the instructions, funding eligibility and responsibilities of the funding recipient before submitting the online application. Failure to follow deadlines and responsibilities will result in future applications being denied.

Investment Philosophy:

To deliver diverse special events to our visitors and community that keep Mammoth Lakes top-of-mind as a year-round destination. The below goals are considered during the grading process:

- Increase visitation during shoulder and non-peak times
- To provide dollars that support marketing efforts to drive increased visitation to during need periods, bonus if you're marketing your event outside a 100-mile radius
- Provide events that drive first-time visitors to Mammoth Lakes
- Create destination awareness
- Expand the region's calendar of events to serve a variety of interests and demographics
- Provide our visitors and locals with a hub of information on events and happenings throughout the region, utilizing social media, print and web
- Encourage a vibrant and collaborative community of event producers

Investments will be scored on the below marketing pillars:

1. Environmental Stewardship - [Green Events Checklist](#)

2. Economic Health
3. Community Vitality

Preferred Event Investments:

- Events that are invested in sports, arts & culture, culinary, and health & wellness
- Events that create community vitality
- Events that have a positive economic impact
- Events that support local nonprofits
- Events that increase brand awareness of Mammoth Lakes, California

Understanding the Special Event Funding Marketing Pillars:

Community Vitality - We center our efforts around the community and the preservation and enhancement of its culture. Being true to our home and its residents is of utmost importance. Community events, while they may not be key tourism drivers, enhance community collaboration, value to both locals and visitors, and support keeping arts and culture alive in our community.

Economic Health: One of MLT's key goals is to drive visitation during non-peak times as identified below:

- Spring (April - June 30)
- Fall (Post Labor Day - December 15)
- Winter (non-peak)

The below will also be taken into consideration:

- Tier 1: Ticketed event (estimated attendees 1000+)
- Tier 2: Non-ticketed event (estimated attendees 250 -500)
- Tier 3: Community focused events (estimated attendees 100+)
 - Community focused events will not be subject to the grading system and will not be eligible to receive more than \$5000 per year.

Events that drive non-peak visitation, increase brand awareness, inspire new visitors to the region, ticketed events, and events that engage in marketing efforts outside of a 100+ mile radius are all considered to be economic drivers to the region.

Environmental Stewardship: Mammoth Lakes Tourism, in conjunction with The High Sierra Energy Foundation has developed a Green Event checklist. MLT will provide this resource to each event producer. Help us preserve Mammoth Lakes for generations to come.

Eligibility Requirements:

- The event must take place within the town limits of the Town of Mammoth Lakes.
- The applicant is a nonprofit, or business registered as an LLC, Corp, or B Corp, sole proprietor and has a current Town of Mammoth Lakes Business Tax Certificate.
- The event is not currently receiving funds or plans to receive funding from Measure R&U. For more information on Measure R&U funding, please reference [this](#) website.
- The event is not intended to be held one-time only. There is no limit regarding the number of consecutive years the event can occur in the destination.
- The event is definite, not tentative.
- The event is not a conference, meeting, industry trade show, workshop, or expo.
- Event funds are to be used towards marketing dollars, which could include talent, paid advertising, content creation, digital marketing, etc. Event funds cannot be used for: capital improvements for your event (building, trailers, hardscape or facility improvements), debt reduction, ongoing and continuous programs, salaries, consulting fees, other compensation and employee benefits, business travel and entertainment, and lobbying any public agency or office.
- Special event funds cannot be the sole/primary revenue source for the event. The event is not contingent upon the receipt of this event investment to occur, and funding cannot exceed a maximum of 25% of the overall cash operating budget, in-kind goods or services.
- Events must be welcoming to all.
- The event producer will promote lodging within the MLT town boundaries. All events are encouraged to secure a promotional lodging partner.
- The event supports our pillars of economic health, community vitality, and environmental stewardship.
- The event will follow industry standards for event environmental stewardship practices. [Green Events Checklist](#)
- All event applications must include: a completed application, a marketing plan, budget for event and prior P&L, if applicable. If the event was previously funded, you will be required to share previous survey results if you have not already done so.
- Events that have failed to meet special event requirements from the previous year will not be eligible for funding.

Responsibility of the Funding Recipient:

- Execute a Letter of Agreement.
- Fulfill the requirements of the Town Special Event Administrative Permit.
- Mammoth Lakes Tourism Logo on all promotional materials and traditional advertising.
- Mammoth Lakes Tourism Logo on your event website (if applicable).
- You are responsible for uploading your event to www.visitmammoth.com in complete detail adding content including event website, photos, videos, etc.

- Mammoth Lakes Tourism asks to be tagged in all digital marketing (social, email, etc.).
- You are responsible for curating your own social media posts tagging @visitmammoth in any and all posts you curate for your own channels. In addition, we request that you utilize the hashtag **#visitmammoth** in addition to your event hashtag within reason.
- Data collection, in the form of a survey, is required by all funding recipients. Please note that surveys can be done pre, post, or during events. A sample survey will be provided.
- Complete a post-project performance report, review and survey summary no later than **60 days** after the conclusion of the event. Survey data is required in your post event performance report. You may complete the report using [this form](#).
- Submit P&L no later than 60 days after the conclusion of the event. You may submit your own P&L or utilize a standard one by [clicking here](#). Failure to do so will result in disqualification for future funding.
- Please note, per the event funding application, that all invoices will be required before funds are awarded. No late invoices will be accepted for awarded funds. Funds not invoiced by April 1st will be forfeited.
- For ticketed events, please provide at least one ticket per day of the event to MLT to capture images and other content from your event.
- Conduct the event in alignment with the ethical standards of MLT as an organization, while being good stewards and ambassadors of the Town of Mammoth Lakes.

Fiscal Year 2024-2025 Calendar

- Overall Budget is \$350,000, with up to \$50,000 dedicated to new events
- 2024_2025 cycle below:
 - **November 15th - December 13th:** Application submissions accepted, no applications will be accepted after 5pm on December 13th.
 - **December 15th - January 10th:** Internal review and document gathering
 - **January 10th - February 10th:** Committee Review & Interview Period
 - **February 28th:** Awards announced & award letters mailed out
 - **April 1st:** Invoices due to MLT. No late invoices will be accepted for awarded funds. Invoices not received by April 1st will forfeit funds for the year.

Special Event Funding Scorecard

https://docs.google.com/document/d/1h1NEASpcX_ZmvdtdY1FeHun5UgygTIG0oYBcrSzf6X0/edit



Mammoth Lakes Tourism Special Event Funding Scorecard

Instructions: Please use this scoring sheet to help evaluate the proposed event.

Community Vitality (up to 3)	
The event collaborates with local organizations, non-profits, businesses, stakeholders & gives back to at least one regional non-profit (+1)	
The event has contracted with one or more lodging properties in the region (+1)	
Does the event enhance the quality of life for residents? This could include free access for locals, discounted tickets for locals, or partnering with local craft/food vendors (+1)	
Total Community Vitality	
Economic Health (up to 21)	
The event occurs during a non-peak visitation time. (+10) <ul style="list-style-type: none"> • Spring (April - June 30) • Fall (Post Labor Day - December 15) • Winter (non-peak) 	
Tier 1 - The event has 1000+ attendees (+3)	
Tier 2 - The event has 250 - 500 attendees (+2)	
Tier 3 - The event has less 250 attendees/community event (+1)	
The event is a ticketed event (+5)	
Total Economic Health	
Environmental Stewardship (up to 11)	
The event provides tools to educate visitors and residents on the region's environmental sustainability efforts. For example a sustainability vendor booth (+1)	

The event meets at least two identified requirements for each category in the provided MLT Green Event Guide. (+1 for each requirement achieved, up to 10 points max)	
Total Environmental Stewardship	
Organizational Capacity (up to 10)	
The event has a clear timeline of events/agenda (+2)	
The event has a clear marketing plan to support the success of this event, including how to reach both the local community and out of market participants (+5)	
The event budget is clear and shows that the organization can support the outlined application (+3)	
Total Organizational Capacity	
Additional Points (up to 15)	
The event is 1-5 years old (+10)	
The event is 5-10 years old (+3)	
The event is 10+ years old (+0)	
The event takes place for 2 or more days (+2)	
Total Additional Points:	
Total Score:	

Tier	Event Name	Organizer Name	Dates	Season	24 Funding Request	2024 Funding Award
TIER 1						
1	Mammoth Film Festival	Tomik Mansoori	2/29/24 - 3/4/24	Winter	\$50,000	\$15,000.00
1	ELEVATION: MAMMOTH	Tom Whitman	3/12 - 3/16/24	Winter	30,000	\$18,000.00
1	Mammoth Yoga Festival	Kevin Green	6/20 -6/23/24	Summer	\$20,000	\$0.00
1	Mammoth Festival of Beers & Bluesapalooza	Richard Sherman	8/1 - 8/4/2024	Summer	\$40,000	\$18,000.00
1	Alpha Win June Lake Triathlon		Aug 17	Summer	\$10,000.00	\$0.00
1	Mammoth Gran Fondo	Tamara Bankson	9/7/24	Fall	\$15,000	\$14,000.00
1	Mammoth TUFF	Dave Sheek	9/13 - 9/15/24	Fall	\$20,000	\$20,000.00
1	mammoth trailfest.	Tim Tollefson	9/19-9/22/24	Fall	\$100,000	\$38,000.00
TIER 2						
2	4th of July Parade	Mammoth Lakes Chamber of Commerce	7/4/24	Summer	\$5,000.00	\$5,000.00
2	Giddyup Mammoth	Russ Squire/Michael Ledesma	7/5 -7/6/24	Summer	\$15,000	\$10,000.00
2	Mammoth JazzFest	Cathleen Leon	7/12 - 7/13/24	Summer	\$14,000.00	\$12,500.00
2	Mammoth Reggae Festival	Alon Ravid	7/19 - 7/21/24	Summer	\$25,000.00	\$12,500.00
2	Mammoth Villagefest	Cathleen Leon	7-26/7-27 2024	Summer	26000/13000	\$12,500.00
2	Outbound Music Series	Michael Raspatello	9/13 - 9/14	Summer	\$25,000	\$12,500.00
2	Mammoth Margarita Festival	Russ Squire/Michael Ledesma	8/9 - 8/10/24	Summer	15000	\$12,500.00
2	PedalPalooza	Mike Braun	8/17/24	Summer	\$8,000.00	\$8,000.00
2	Mammoth Rocks	Mark Deeds and co.	8/23 - 8/24/24	Summer	18000	\$12,500.00
2	Mammoth Rock N Rye	Lynn Need and co.	8/30 - 9/1/24	Summer	\$25,000	\$12,500.00
TIER 3						
3	Eastern Sierra Symphony Summer Festival		6/28 - 6/29/24	Summer	no specific ask	n/a - event pulled out of funding
3	35th Annual KIDS FISHING FESTIVAL	Gaye Mueller	7/27/24	Summer	\$4,600.00	\$5,000.00
NEW APPLICANTS						
1 - pre register in advance	Mammoth Lakes Winter Classic		2/16 -2/19/24	Winter	\$5,000	\$2,500.00
1 - advanced reg required	She Shreds WonderCraft Festival/Keep Her Wild Craft Festival	Jennifer Yonda	3/23/24	Winter	\$10,000	\$5,000.00
2 - ticket required	Mammoth Lakes Film Festival	Shira Dubovner	5/22 - 5/26/24	Spring	\$35,000	\$15,000.00
3 - ticket required	The Pamper Pedal - Eastside Velo	Caroline Britton	6/1/24	Summer	\$2,500	\$1,000.00
2-ticket required	Horseshoe Music Festival	Lisa Hadley	6/21/24 - 6/23/24	Summer	\$34,000.00	\$15,500.00
2 - free to enter	Mammoth Feel Good Festival	Vincenzo Amato	6/28 - 6/29/24	Summer	\$50k	\$12,500.00
3-free to enter	Mammoth Lakes Arts on the 4th - Mammoth Lakes Recreation	Mammoth Lakes Recreation	7/4 - 7/6/24	Summer	\$20,000	\$10,000.00
					\$546,100	\$300,000.00



WEBSITE GROWTH MARKETING RECAP

MLT BOARD MEETING | SEPTEMBER 4, 2024



WEBSITE OPTIMIZATION STRATEGY



1

Data-Driven Optimizations:

Each month, 3-4 key optimizations are implemented to boost organic website traffic.

2

Targeted Keyword & Content Strategy:

Focus on the most impactful keywords and content strategies to maximize traffic and growth.

3

Seasonal Focus:

Prioritize optimization efforts for upcoming seasons, events, and holidays to capture timely traffic.

4

Comprehensive Reporting:

The Tempest team provides a monthly report detailing website performance, organic traffic, and conversion rates, along with data-driven insights and analysis.



ANNUAL CAMPAIGN UPDATE



NOVEMBER 1 - JUNE 30



13%

**INCREASE IN TOTAL
WEBSITE SESSIONS
vs. LAST YEAR**

42%

**INCREASE IN
ENGAGEMENT RATE
vs. LAST YEAR**

60%

**INCREASE IN
ENGAGED SESSIONS
vs. LAST YEAR**



SITE PERFORMANCE



TOP LEVEL PERFORMANCE



NOV. 1, 2023 - JUNE 30, 2024

1,331,335

VISITS TO WEBSITE

+12% YOY

976,987

TOTAL USERS

+10% YOY

458,155

VISIT FROM ORGANIC

+1% YOY

2,159,640

PAGE VIEWS

+14% YOY

0:00:37

AVERAGE ENGAGEMENT
TIME PER SESSION

+10% YOY

880,712

ENGAGED SESSIONS

+60% YOY

66.15%

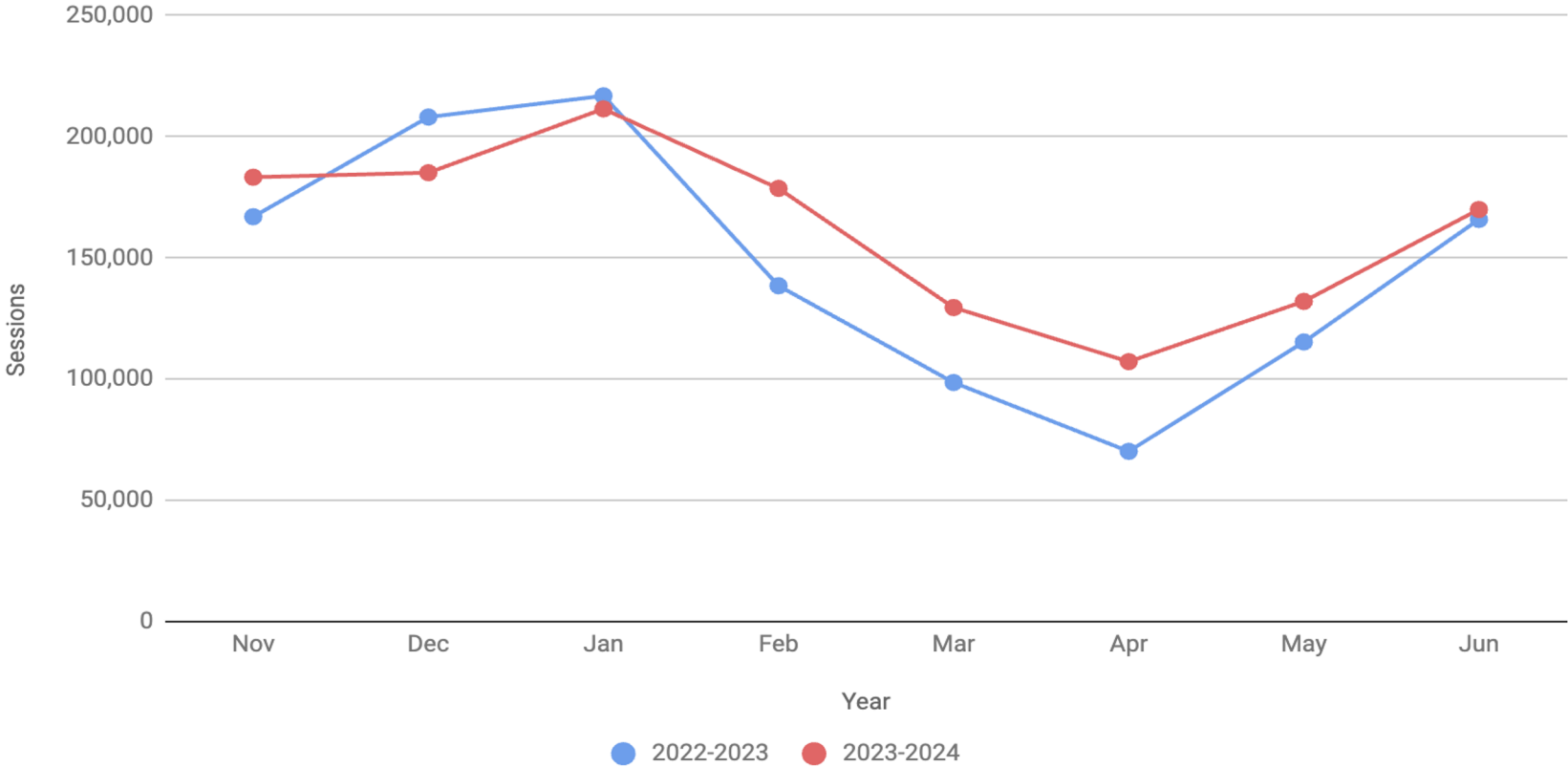
ENGAGEMENT RATE

+42% YOY

SESSIONS



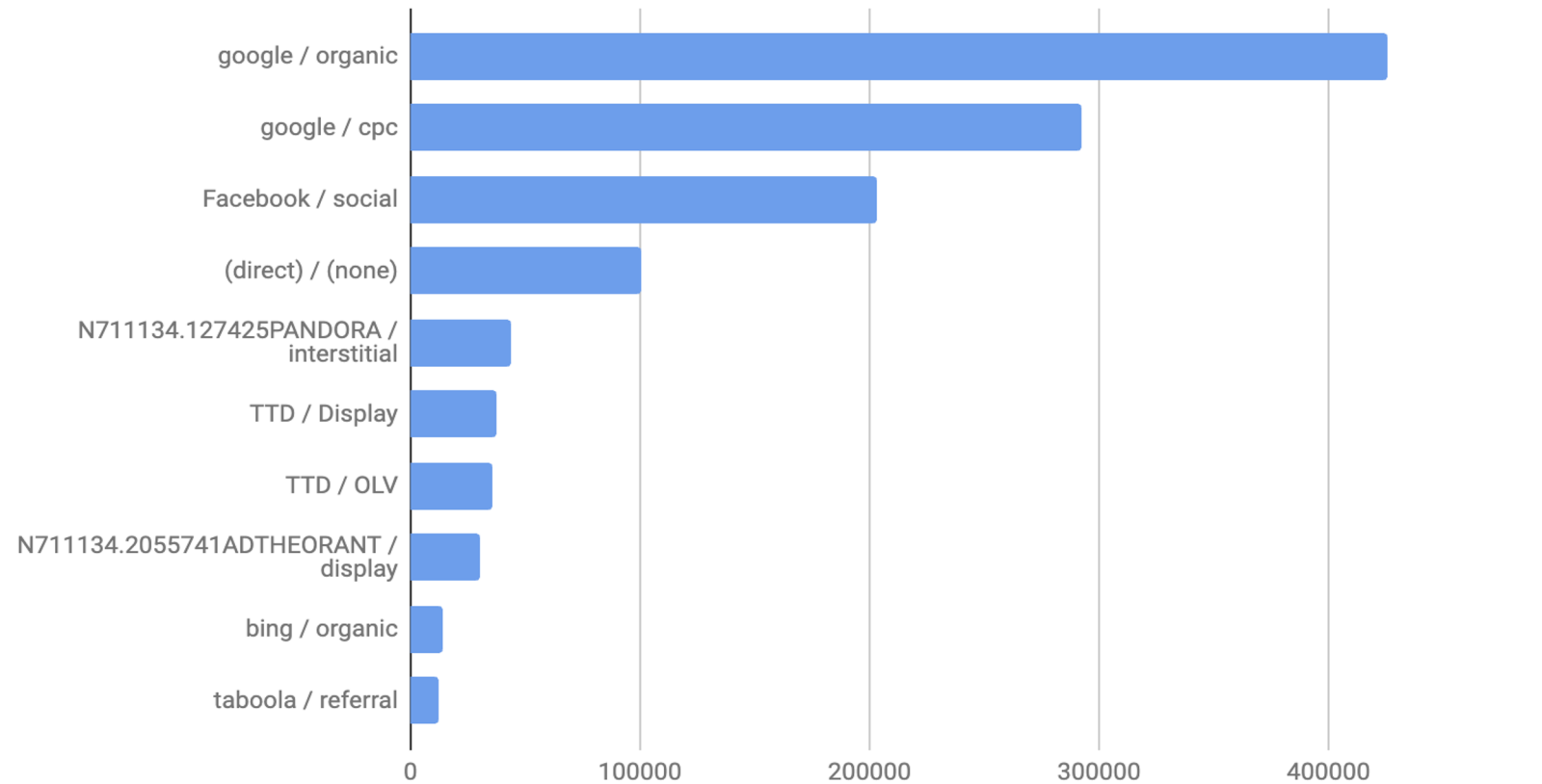
Overall website traffic saw a 12% increase compared to Nov-June the previous year.



TRAFFIC SOURCES



Google organic (+3%) paid search, and Facebook (+113%) drove the most traffic into the website during November-June.



KEY PERFORMANCE INDICATORS



82,681

OUTBOUND CLICKS ON
PARTNER LISTINGS

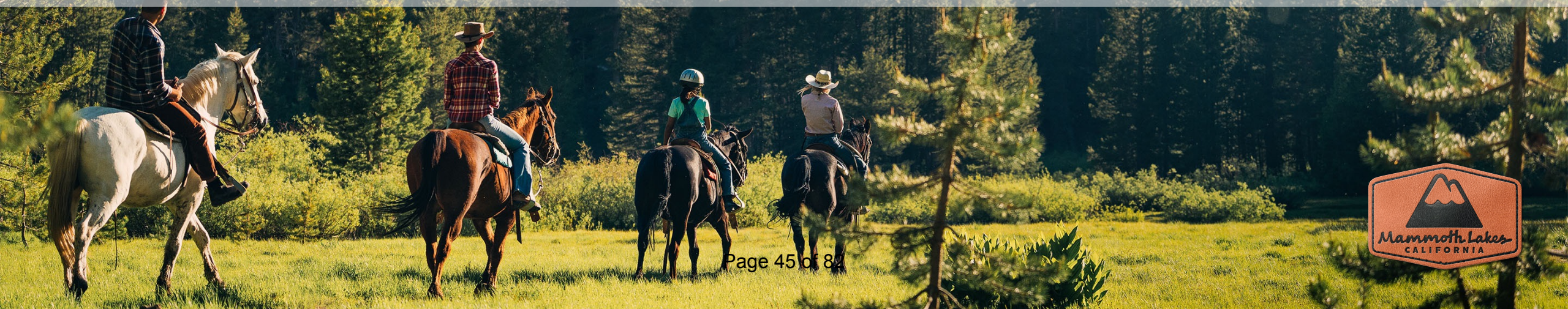
6,063

OUTBOUND CLICKS ON
EVENT LISTINGS

241,176

TOTAL OUTBOUND CLICKS

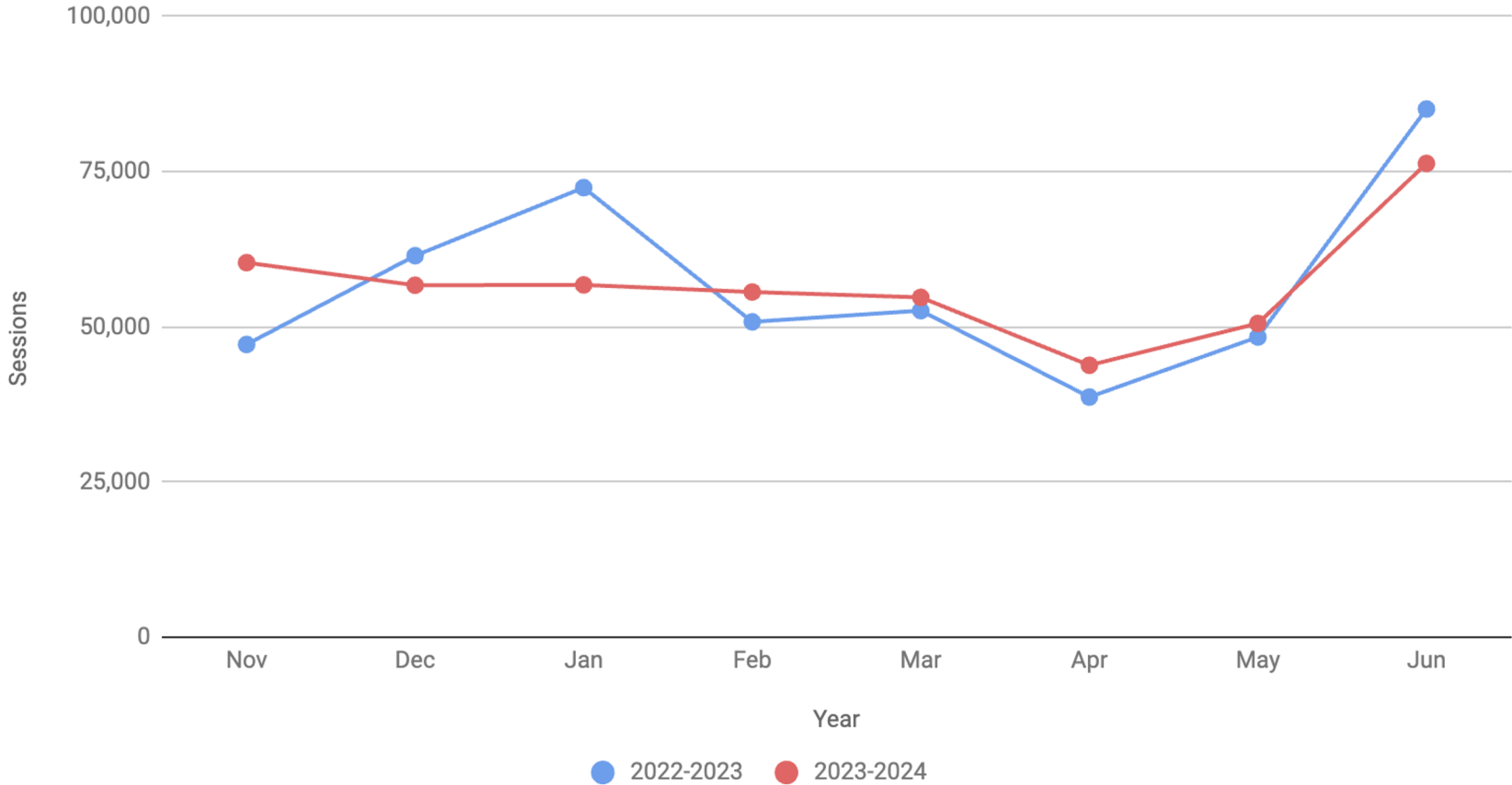
ORGANIC SEARCH



ORGANIC SEARCH



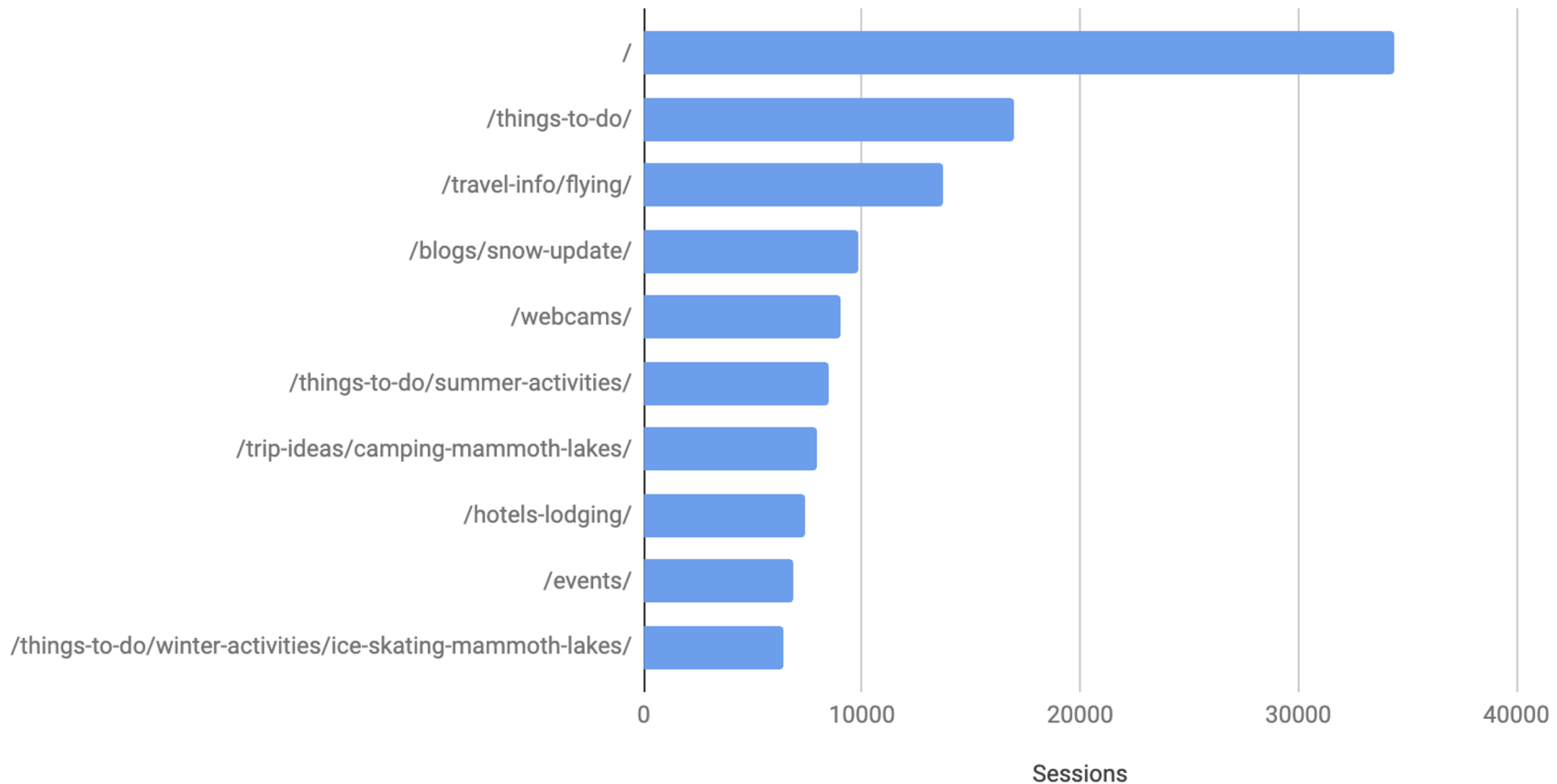
Organic sessions increased 1% compared to last year.



TOP LANDING PAGES



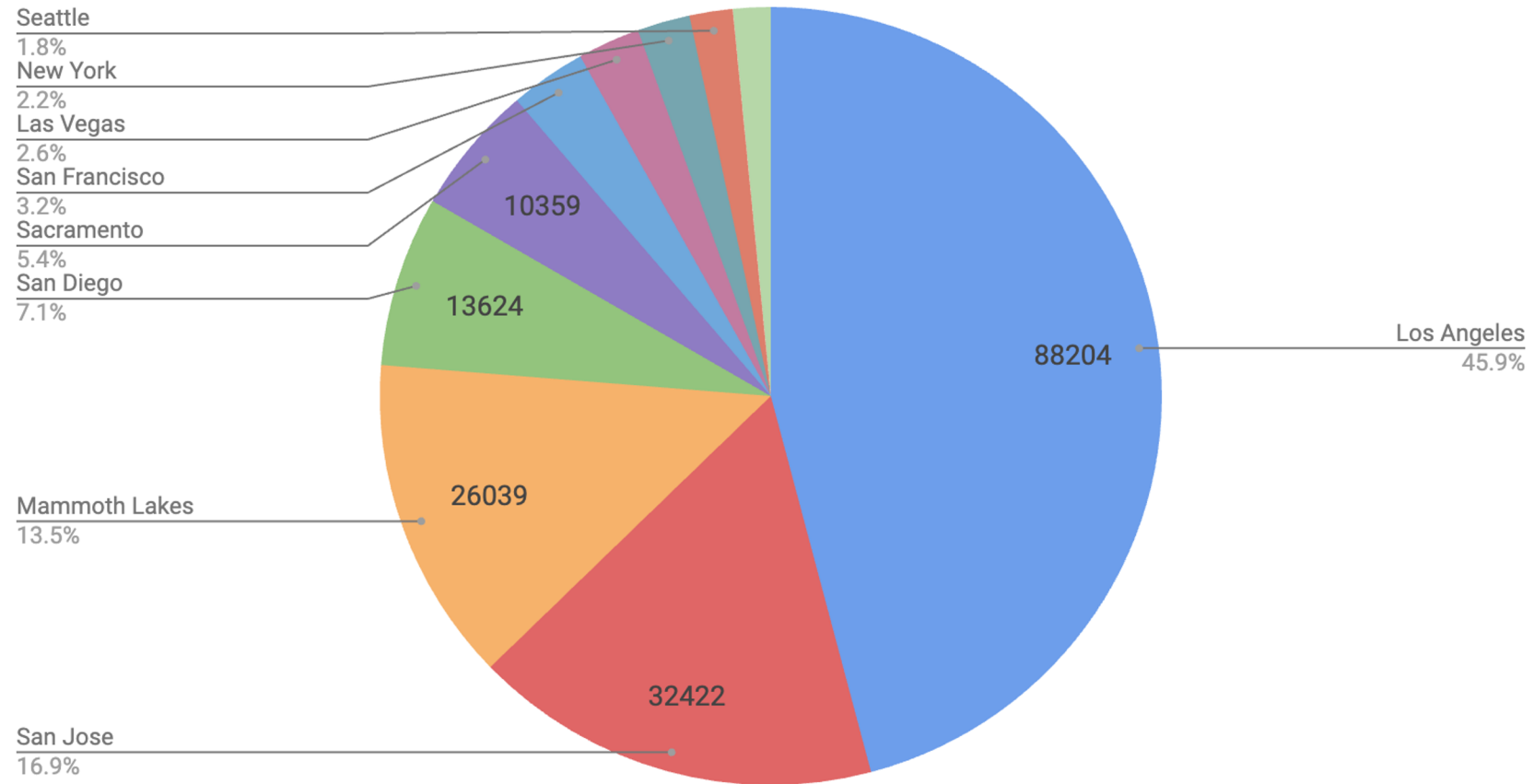
The Snow Updates page +11% and Events page +14%. We also saw great visitation into the Webcams and Flying page.



SESSIONS BY CITY



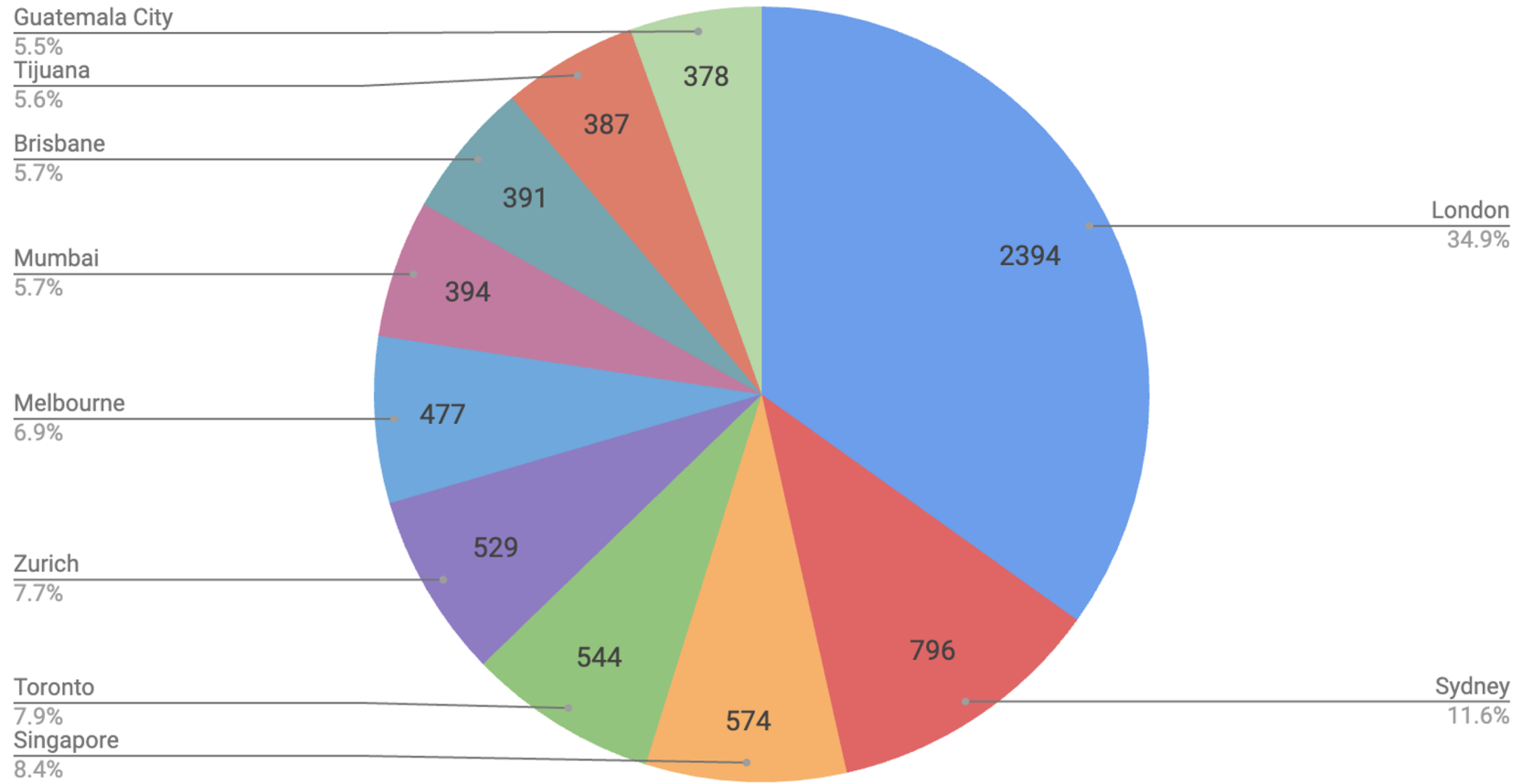
Los Angeles traffic increased 28%, Mammoth Lakes traffic increased 27% and Sacramento traffic increased 23%.



SESSIONS BY CITY - INTERNATIONAL



Traffic from London increased 18% and Melbourne increased 18%.





THANK YOU!



A red and green Mammoth Lakes trolley bus is parked in a snowy landscape. In the background, a large, multi-story resort building with a snow-covered roof is visible, surrounded by snow-laden evergreen trees under a clear blue sky. The bus has a red lower section and a green upper section with arched windows.

Mammoth Lakes Tourism Resident Sentiment

Research Overview & Objectives

Mammoth Lakes Tourism, along with its agency-partner The Shipyard, sought to better understand the needs, perceptions, and opinions of the community and tourism. To achieve this, Future Partners developed a research study to provide critical insights into residents and business owners in Mammoth Lakes, which included:

- Understand detailed resident and business owner profiles
- Evaluate key metrics (e.g., likelihood to recommend, etc.) for Mammoth Lakes and Mammoth Lakes Tourism
- Gauge resident sentiment towards tourism and the Mammoth Lakes Tourism organization
- Identify strategies for community engagement, support, tourism growth, etc.

Future Partners



Methodology

Future Partners collected 261 online survey responses (via a postcard mailing) among residents of Mammoth Lakes. The surveys were collected from November through December 2023 and include responses from key audiences of interest: Primary Residents, Business Owners, and Second Homeowners. The survey was available in English and Spanish.

Additionally, three (3) focus groups were conducted among primary residents (renters and homeowners), two (2) of the focus groups were conducted among business owners, and two (2) in-depth interviews were conducted among those who owned a second home in Mammoth Lakes. Each focus group was 90 minutes and included up to five (5) participants, while the in-depth interviews each lasted 45 minutes. Residents received \$150 for their participation, while business owners received \$300.

This report details the findings from the online survey with relevant quotes from the focus groups/in-depth interviews included throughout to add depth, context, and clarity.

Future Partners



Residents feel that outdoor recreation/activities are the biggest benefit to living in Mammoth Lakes, while affordable housing and infrastructure are the largest needs.

In general, the benefits of living in Mammoth Lakes outweigh the issues for residents.

Residents are very likely to recommend Mammoth Lakes as a place to visit for a leisure vacation, but not as likely to recommend it as a place to live and not likely to recommend it as a place to start/open a new business.

Residents agree that the revenues from tourism are important to funding government services.

In general, residents understand the importance of tourism to the town. Those who have lived in Mammoth Lakes less than 5 years believe that tourism is even more important the vitality of the economy. However, residents also perceive tourism to cause a number of issues from environmental to economic.

Most residents feel as though the benefits and problems associated with tourism are equal, but only some agree that benefits of tourism outweigh the problems it causes.

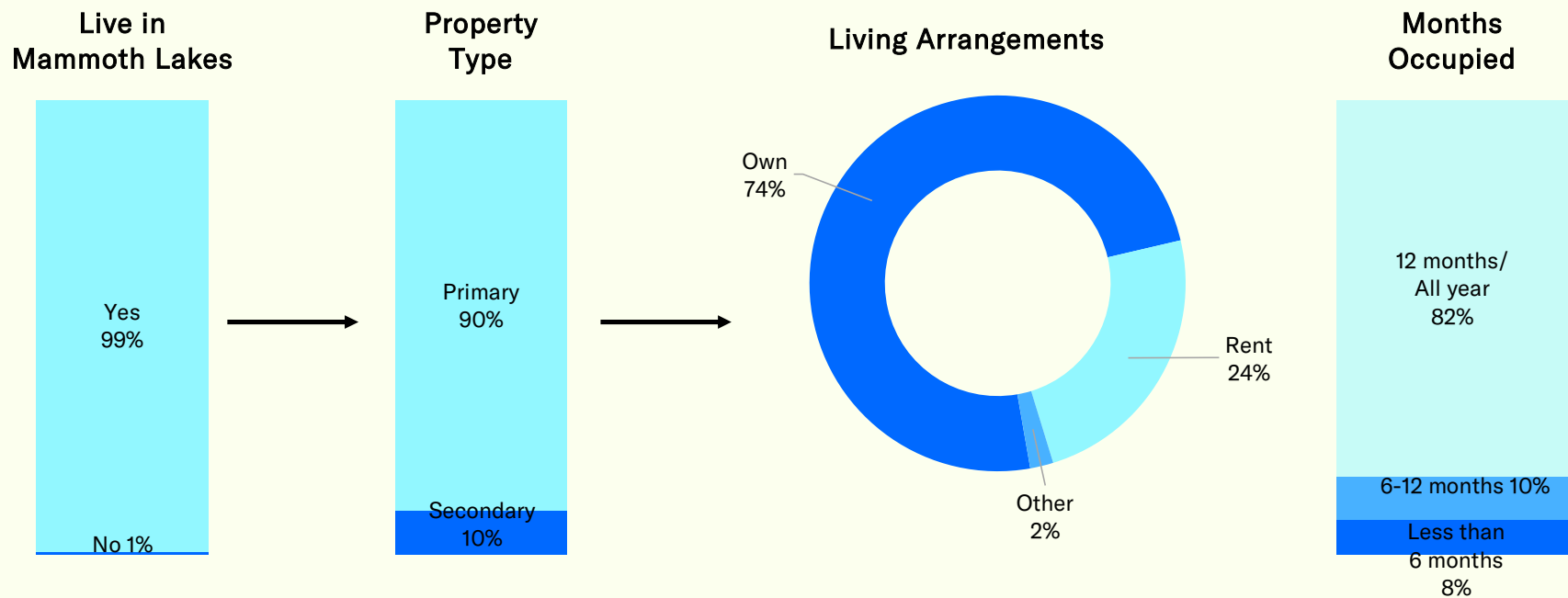
Residents are familiar with and have knowledge of Mammoth Lakes Tourism, and they feel as though its mission statement aligns with their expectations.

However, almost half of residents are dissatisfied with the organization's efforts to balance driving tourism with the needs of residents. Residents value the focus on stewardship and driving off-peak visitation but would like to see Mammoth Lakes Tourism do more for the community.

Most residents feel that their voice is not heard and suggest that Mammoth Lakes Tourism focus more on resident needs.

The vast majority of respondents are primary residents that own their home and live in Mammoth Lakes the entire year.

Boomers are significantly more likely than Millennials and Generation X to not occupy their home all year.

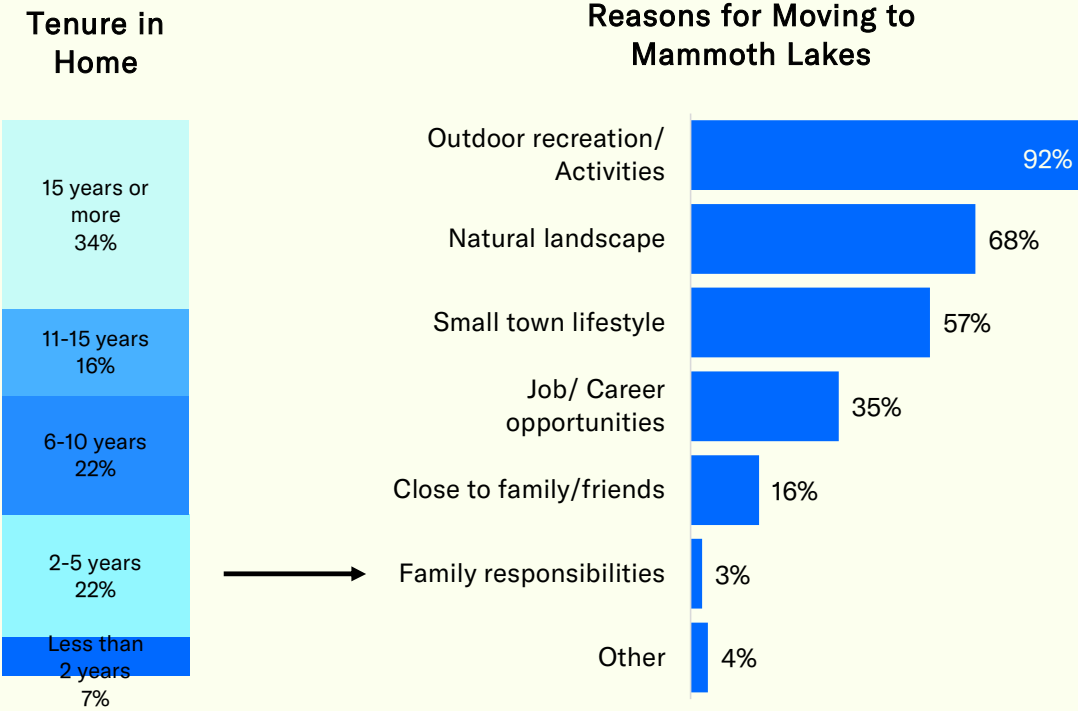


Question: Do you currently live or own a home in Mammoth Lakes?
 Question: Is this Mammoth Lakes property your primary home or secondary home?
 Question: Which best describes your Mammoth Lakes home?
 Question: And for how many months out of the year do you occupy your home?
 Base size: Total Respondents (261); Total Residents (258)

Future Partners

Most residents have been in their homes more than 5 years.

Among those newer to the area, outdoor recreation/activities was the most common reason for moving to Mammoth Lakes.



“It has very special energy to me. [I enjoy] the opportunities with nature, hiking, backpacking, skiing. I find it very energizing, not just physically, but at a spiritual level as well.”
 Primary Resident

“Not to be cliché, but the mountains were calling. I just love living in this smaller, tight-knit community. It is a different culture from where we were [Orange County, CA].”
 Primary Resident

“I felt it was really beautiful area and an area that had great access to the outdoors and still was somewhat relatively close to larger urban centers.”
 Primary Resident

Question: How long have you had a home in Mammoth Lakes?
 Question: What were the main reasons for moving to Mammoth Lakes?
 Base size: Total Residents (258); Recent Residents (74)

Most residents perceive tourism to cause a number of issues from environmental to economic.

Those issues highlighted in a lighter shade are perceived to be significantly worse among Millennials compared to Generation X and Boomers.

Perceived Issues caused by Tourism



“If we didn't have tourism, then we wouldn't have the Mammoth Lakes that we have today. [We know that] people come for the mountain and we're going to have tourism, so we need to find a way to [make it work].”

Primary Resident

“I've had friends leave and come back, because in comparison to other resort and ski communities, I think Mammoth Lakes is still doing really well and is still a pretty desirable place.”

Primary Resident

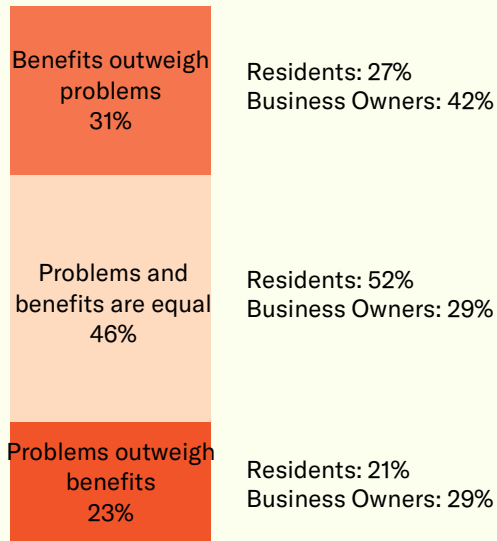
Question: Now think about issues that can be caused by tourism. Which of the following are problems Mammoth Lakes is currently facing?

Base size: Total Residents (258).

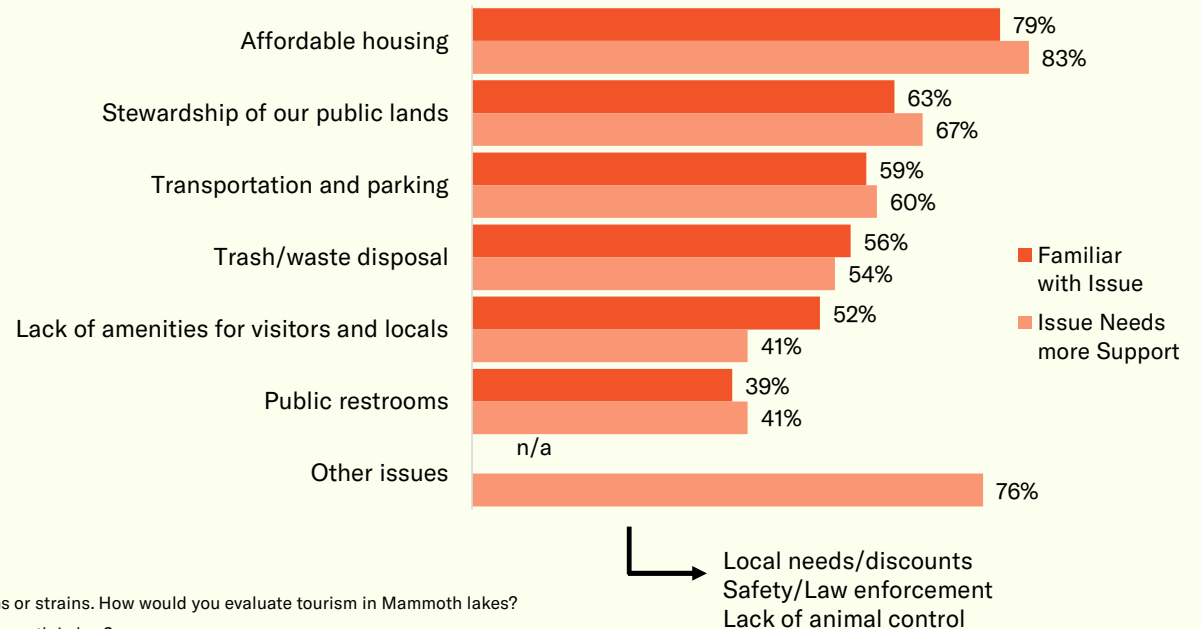
Only one-third of residents agree that benefits of tourism outweigh the problems caused by it, but business owners have a significantly higher opinion of tourism.

In general, residents feel as though affordable housing, stewardship of public lands, and transportation/parking are the most pressing issues facing Mammoth Lakes. Those who have lived in Mammoth Lakes less than 5 years are not as familiar with the issues facing the town.

Opinion of Tourism



Mammoth Lakes Issues



Question: And now consider both the overall benefits that tourism brings, as well as the problems or strains. How would you evaluate tourism in Mammoth lakes?

Question: How familiar are you with the following issues, and the efforts to mitigate them, in Mammoth Lakes?

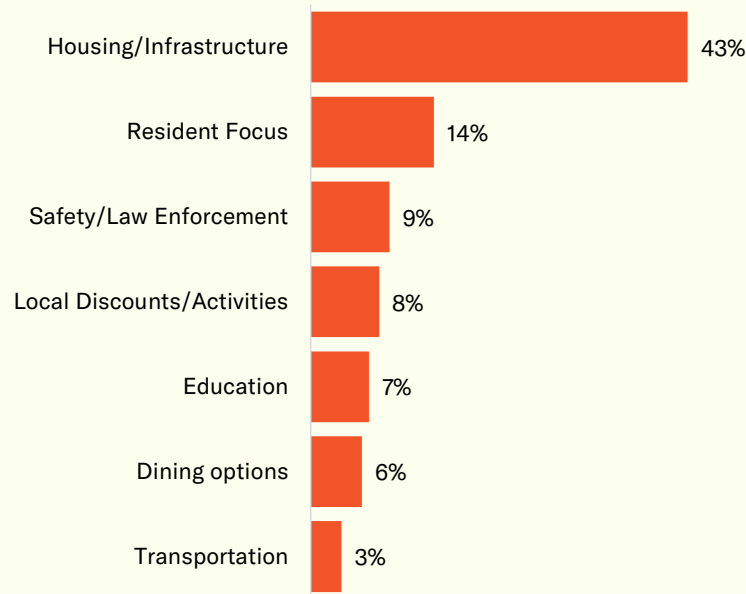
Question: Which of the following issues need more support in Mammoth Lakes?

Base sizes: Total Residents (258).

Future Partners

The most commonly suggested change and/or development to improve Mammoth Lakes include adding more and better housing/infrastructure.

Suggested Changes and/or Developments



“Connectivity and housing. Unless we stop, regroup, and work on the infrastructure and improve the morale of the people that actually live here and run the town we risk doing [more] damage.”

Primary Resident

“We are pricing out people that are unable to see a future for themselves in Mammoth Lakes because of housing. [We lack] things like a community garden, co-op, or things that are community-focused.”

Primary Resident

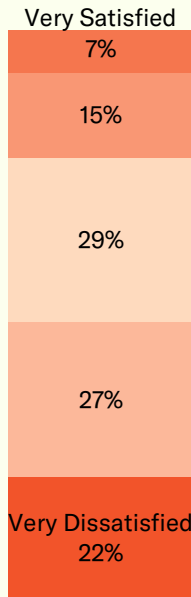
Question: And what changes and/or developments would contribute to making the Mammoth Lakes area better for BOTH visitors and residents?

Base sizes: Total Residents (258).

Almost half of residents are dissatisfied with the organization's efforts to balance driving tourism with the needs of residents.

Business owners are significantly more satisfied with Mammoth Lakes Tourism's efforts compared to residents.

Satisfaction with MLT's Efforts



There was a huge push to get as many people here as possible at one point. There was a lot of advertising just to get people here, but it seems like it's definitely a little more targeted now."

Primary Resident

"Although I think the driving non-peak visitation and the education and stewardship [objectives] are a bit of a reach, [they should] certainly be goals for the future."

Primary Resident

"I want to hear testimonials from the local business community, because that [would] certainly influence my opinion of the organization."

Primary Resident

Question: How satisfied are you with Mammoth Lakes Tourism's efforts to balance driving tourism to the area with the needs of residents?

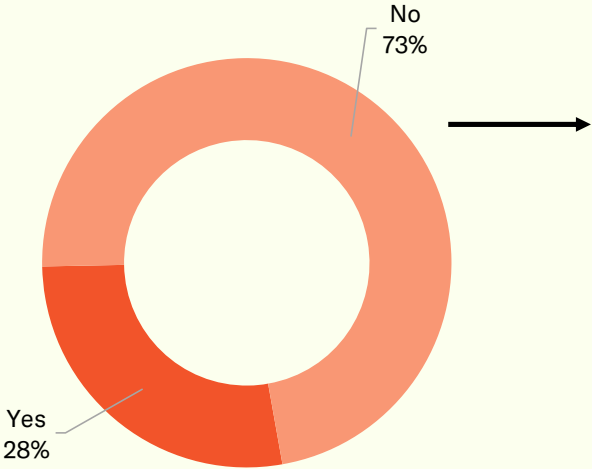
Base sizes: Total Residents (258); Residents who Feel Unheard (172).

Future Partners

Less than one-third of residents feel that their voice is heard regarding tourism. The most common suggestion for Mammoth Lakes Tourism is to focus on resident needs.

Most residents state that they would be interested in attending a town hall hosted by Mammoth Lakes Tourism.

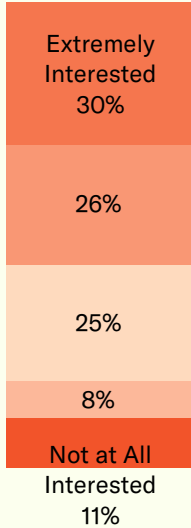
Resident Voices are Heard



Suggested Improvements to Better Listen to Residents



Interest in Attending MLT Town Hall

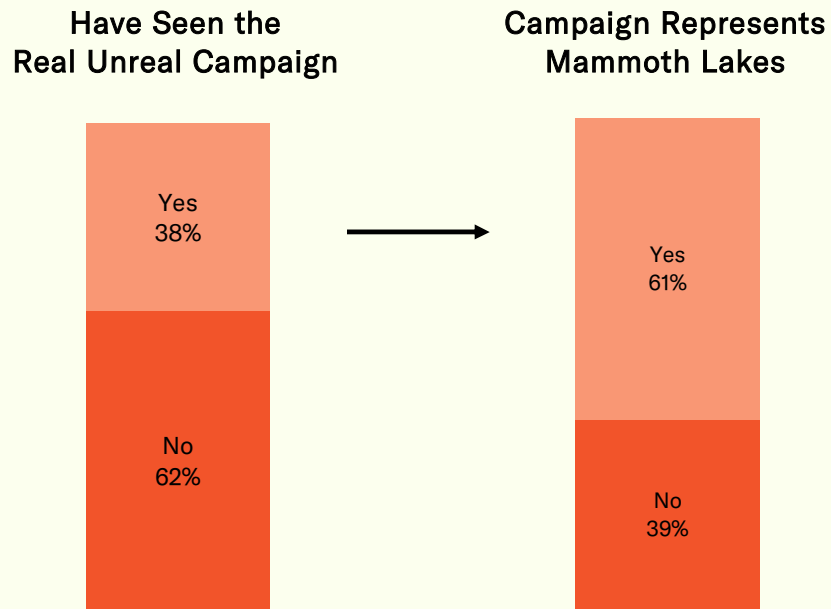


Question: Do you feel that the voices and ideas of residents are heard and taken into account when it comes to the management of tourism in Mammoth Lakes?
 Question: And what could Mammoth Lakes Tourism do to better listen and take into account your ideas?
 Question: How willing would you be to attend a town hall hosted by Mammoth Lakes Tourism where they hear from local residents
 Base sizes: Total Residents (258); Residents who Feel Unheard (172).

Future Partners

Most residents have not seen the Real Unreal advertising campaign.

Almost those who have seen the campaign, most feel as though the advertising accurately represents Mammoth Lakes.



Question: Have you seen messaging or advertising from the Real Unreal campaign for Mammoth Lakes?

Question: Do you think the Real Unreal campaign accurately represents the message Mammoth Lakes wants to send to visitors?

Base size: Total Residents (258); Residents Familiar with Campaign (99).

Future Partners



Executive Director Review Committee 2023-2024

Total Bonus potential = 15% of annual salary ($\$225,850.28 \times 15\% = \$33,877.54$)

TOT Comparisons (30% of potential Bonus)

FY 20-21 \$16,510,344

FY 21-22 \$26,668,528

FY 22-23 \$29,520,742

3 Year Average \$24,233,205 (minimum 4% increase over 3-year average to achieve bonus)

FY 23-24 \$27,401,136

Up +\$3,167,931 and 13.1% to the 3-year average. Eligible for the maximum bonus on TOT metrics: \$10,163.26 ($\$225,850.28 \times 0.45$)

TBID Comparisons (30% of potential Bonus)

FY 20-21 \$4,402,673

FY 21-22 \$6,424,634

FY 22-23 \$7,024,700

3 Year Average \$5,950,668 (minimum 2% increase over 3-year average to achieve bonus)

FY 23-24 Actual = \$6,673,978

Up +\$721,310 and 12.1% to the 3-year average. Eligible for the maximum bonus on TBID metrics: \$10,163.26 ($\$225,850.28 \times 0.45$)

MLT Board Evaluation (20% of potential bonus)

John's ratings from the Board were consistently strong throughout each category. Revenue generation, air service awareness and community outreach were the categories offering the most potential for growth in the eyes of the Board based on lowest scores received. John's average score from the Board was 4.59 out of 5 – 92%.

The Committee recommends 92% of this bonus be awarded: \$6,233.47 ($\$6,775.51 \times 92\%$)

MLT Staff Evaluation (20% of potential Bonus)

Staff evaluations scores averaged 8.09 out of 10 – 81% which is a significant improvement over last year and an area the Board specifically asked John to focus on.

The Committee recommends 81% of this bonus be awarded: \$5,488.16 (\$6,775.51 x 81%)

Recommended Total Bonus Award FY 2023-2024 - \$32,048.15

Mammoth Lakes Tourism

Thank you for participating in this Employee Performance Management System (EPMS) Manager Survey. *Your opinion counts and will help us to strengthen the leadership of our company.*

Please use the scoring scale indicated below, and add comments if you wish to.

Score	Explanation
1	Unsatisfactory (job threatening)
2	Significant weaknesses
3	Weak
4	Some areas need improvement
5	Meets expectations
6	Generally better than expected
7	Exceeds expectations
8	Significantly exceeds expectations
9	Outstanding
10	Exceptional (by definition a rare score)

This is an anonymous survey, and your responses will be kept in strict confidence. Please take a few minutes to complete this survey and return it to the coordinator that gave it to you.

**Annual Performance Review of John Urdi, Executive Director, Mammoth Lakes Tourism
Fiscal Year Ending 6.30.2024**

AVG/Range

1. The person named above effectively communicates the company Mission, Vision, and Values and what we are trying to achieve as a company.

Average 9 10-8

Especially as we have hired new employees, John continuously is bringing back the mission and vision and next phases of organizational goals.

2. The person named above clearly communicates our department's short and long-term goals. **Average 8.5 10-7**

3. The person named above communicates clear expectations of my work performance

Average 8.25 10-6

4. The person named above gives me enough feedback about how I am doing my job, in a timely and effective way.

Average 8.5 10-6

John lets me lead and lets me run my "department" but always is available to guide, lend a ear, and help develop programs as needed.

5. The person named above takes action to continually help me to develop and improve.

Average 8.25 10-7

John and the board stepped up and hired Firedup culture, involving the leadership on the team where needed to address both the needs of new and older employees.

6. The person named above coaches and trains effectively.

Average 7.25 8-5

7. When I do my job well, the person named above recognizes or comments on my good performance in a timely manner.

Average 8.75 9-8

8. The person named above strives to provide a fun working environment.

Average 6.25 9-4

Comments:

Just wanted to drop a quick note about John Urdi. After working with various leaders in the tourism and hospitality industry, I can say without a doubt that John is the best I've had the pleasure of working with.

He's incredibly respected in the field, but what really stands out is how calm he remains, no matter what's going on. It's reassuring to know that even when things get

hectic, John handles it with a sense of calm and responsibility that keeps everything on track.

In my time here at Mammoth Lakes Tourism, I've felt fully supported. John trusts me to make decisions and lead my team while always being there for backup when needed. It's a great balance and makes for a fantastic work environment.

I feel really fortunate to be working at Mammoth Lakes Tourism under Johns leadership.

Mammoth Lakes Tourism – Director Review

Annual Performance Review of John Urdi, Executive Director, Mammoth Lakes Tourism For Fiscal Year Ending 6.30.2024

Please give comment, and/or examples as well as a rating from 1 (low) – 5 (high).

FINANCIAL MANAGEMENT

4.83 5-4 Town Contract – negotiates and secures base funding and

5.0 5-5 Manage Monthly Reconciliation, Tracking and Reporting on Budget Debits/Credits

4.5 5-4 Use Funding to Drive Marketing Efforts, Minimize Overhead Costs: 60% + to Programs

4.83 5-4 Increase Levels of Brand Awareness and Recognition

4.5 5-4 Maximize Exposure and Earned Media through Aggressive Public Relation Efforts

4.0 5-3 Increase Awareness and Usage of Air Service while Minimizing Subsidy Costs

4.4 5-3 Increase TOT Receipts

4.5 5-3 Increase TBID Receipts

4.83 5-4 Create a State-of-the-Art Web/Interactive Platform

5.0 5-5 Develop and Execute an Aggressive and Effective Social Media Program

MARKETING PLAN

4.83 5-4 Create Marketing Plan and Secure Approval Prior to the Start of Each Fiscal Year –

4.5 5-4 Communicate Objectives, Strategies and Planned Programs Clearly to Key Constituencies

4.83 5-4 Execute the Planned Program well, and in a Timely Manner

Mammoth Lakes Tourism – Director Review

4.67 5-4 Create Key Metrics for the Plan and Report These Metrics to the Board in a Timely Manner

ORGANIZATIONAL

4.17 5-4 Create and Maintain Appropriate Staff with the Skills to Execute Key Responsibilities

4.33 5-4 Develop Staff through Timely and Consistent Goal Setting, Evaluation, Coaching and if Necessary, Correction

4.5 5-4 Effective Team Building / Leadership/ Communication Skills

COMMUNITY / BUSINESS – OUTREACH & INTERACTION

4.67 5-4 Town (Council, Manager, Staff)

4.33 5-3 Media / Public

4.33 5-3 County

4.83 5-4 Community Organizations - (Lodging Assoc., Event Coalition, etc.)

Key Accomplishments Over the Past Fiscal Year

Comments: TBID Renewal, improving relationship with Town officials, strong revenues despite a weak start to the winter season, improving community outreach.

One of the most important items John focused on this year was his relationship with and advocacy for the MLT Team. I was happy to see the Staff get the recognition they deserve and appreciate John's efforts to guide the Board in that direction. Equally as important, I am pleased with the collaborative spirit between Town Staff and Town Council and would love to see that continue to build.

John appears to always be prepared and well-versed on all fronts, from budgets to communication with all corresponding entities to promote responsible tourism. While many of the abovementioned points fall under his team's responsibilities, they nevertheless act under his supervision. I appreciate the stewardship focus, as it impacts the local community, as well as the environment and our wildlife.

John's inventory and summary of accomplishments over the past year is consistent with my understandings of the events of which I am aware. As a relatively new member of the board, I don't have a great deal of insight into internal dynamics and staff / management goings on within the organization.

Mammoth Lakes Tourism – Director Review

I'll just make a few comments on my lower scores. On the air service one, I've just never been impressed with the overall numbers of flyers with how much it costs. I do understand the need to keep the air service going and hopefully ramping it up however. On increasing the receipts, I guess I'm just of the thought that while tourism helps get people here, it's equally as important as all the restaurants and bars and shops to have good products and services that draw people to spend their money while here.

Opportunities to Focus on During the Coming Year

Comments: A key goal for John and MLT for this next year should be to build upon the momentum and renewed community relationships that were generated through the difficult TBID renewal effort. Both John and MLT have important opportunities to cement and build upon renewed perceptions and expectations of MLT as a critical member of the Mammoth Lakes community and a fundamental component of the community's economy. Focused thought leadership, nimble responses in a fast-moving tourism and marketing environment, and pro-active advocacy and public comment that resonates positively with the community and local and regional leadership will be important in the coming year and represent real opportunities to build towards success with a new destination management program and the recently hired VP of Community Engagement.

The animosity we sometimes experience between some of the local community and tourists still needs some attention. While some tourists feel indispensable to their Mammoth playground, as they understand the importance of their dollars, the local community often feel disrespected.

In addition, my experience as an employer dealing with local staff has at times been difficult and disappointing, as it pertains to a series of issues some Mammoth locals specifically seem to suffer, starting with alcoholism unfortunately, and even some mental issues. Perhaps there's an opportunity to offer the local community access to wellness programs (i.e. via Mammoth Hospital), as well as educate them re: responsible and professional behavior, as they too often feel indispensable, hence, are less willing to try harder to elevate themselves.

There's a need for more team building and professionalism training to elevate their skills and prepare them for Mammoth AND beyond. Some of the local workforce would not last 5 minutes in the (real world) city. The Chamber of Commerce has been very helpful; however, more needs to be done.

- Would like to see a San Francisco marketing plan to drive awareness and create visitation that will be incremental to our area by filling the seats in the plane for both winter and summer.
- Continue to ensure the transition of commercial air service. We can be inclusive and create an official governance for all entities that will create transparency and trust. We are as usual at a crucial stage of developing air service and we need to focus on the future not the past.
- Assist the Mammoth Lakes town with a prioritized/suggested tourism infrastructure improvements.
- Continue the amazing ability to pivot from our plan when necessary.

Mammoth Lakes Tourism – Director Review

- MLT needs to listen more and be less defensive of certain positions.
- Succession planning
- Pivot on the OCR relationship to grow visitation via Spartan in the third year.

Stewardship messaging program, better air service numbers, pivot back to marketing (inviting) due to decreasing visitation and increasing competition for tourism dollars both domestically and internationally.

Was stoked on the OCR last year and obviously that didn't pan out as much as we had all hoped, and hopeful we can get more traction in the future with the event, but, as a business on the 'old mammoth' side of things, I feel like we get a little neglected as most of the cool weekend events all happen up at the mountain or the village. The CRC definitely helps and would be cool to see more events spread out throughout town.

DRAFT
MAMMOTH LAKES TOURISM
President and CEO
EMPLOYMENT AGREEMENT

Mammoth Lakes Tourism, a California Non-Profit Mutual Benefit Corporation ("Employer"), located at Mammoth Lakes, California, and John J. Urdi III ("Employee"), in consideration of the mutual promises herein, agree as follows:

I. TERM OF EMPLOYMENT

101. Specified Period. Employer employs Employee and Employee accepts employment with Employer for a period of **Three** years commencing on **July 1, 2024**, and terminating at the close of business on **June 30, 2027**, except as otherwise specifically set forth in this Agreement.

102. Automatic Renewal. This Agreement shall be renewed automatically for a term of one year, unless either party provides notice to the other of its intent to terminate this agreement not less than thirty (30) days prior to the end of the then current term.

103. "Employment Term" Defined. "Employment term" means the entire period of employment of Employee by Employer, whether for the periods specified above, or whether terminated earlier as otherwise provided in this Agreement or extended by mutual agreement of the parties.

II. DUTIES AND OBLIGATION OF EMPLOYEE

201. General Duties. Employee shall serve as the President and CEO of Employer. In that capacity, Employee shall perform all services, acts, or things necessary or advisable to manage and conduct the business of Employer, including the hiring and firing of employees, subject always to policies set by the Board of Directors of Mammoth Lakes Tourism ("the Board"), and to the consent of the Board where required by this Agreement or by subsequent resolution of the Board.

202. Matters Requiring Consent of Board of Directors or Other Officer.

(1) Employee shall not, without specific approval of the Board, purchase capital equipment or make other expenditures for amounts more than the amounts budgeted for expenditure by the Board. New unbudgeted purchases or programs more than \$25,000 and/or moving funds within approved budget line items of \$25,000 OR 20% whichever is higher must be approved by the board of directors before proceeding.

(2) All checks more than the dollar limit set by the board shall be signed by the President and CEO *and* by the Treasurer of the Board. In the event one or both signees are not available the Chair, Vice Chair and/or Secretary will have the authority to sign requested checks.

203. Devotion to Business of Employer.

(a) Employee shall devote his entire productive time, ability, and attention to the business of Employer during the term of this contract.

(b) Employee shall not engage in any other business duties or pursuits whatsoever, or directly or indirectly render any services of a business, commercial, or professional nature to any other person or organization, whether for compensation or otherwise, without the prior consent of the Board, However, the

expenditure of reasonable amounts of time for educational, charitable, or professional activities shall not be deemed a breach of this Agreement provided such activities do not materially interfere with the services required under this Agreement; such activities shall not require the prior consent of the Board.

c) This Agreement shall not prohibit Employee from making passive personal investments or conducting private business affairs if those activities do not materially interfere with the services required under this Agreement. Employee shall not directly or indirectly acquire, hold, or retain any interest in any business similar in nature to the business of Employer or any business that benefits from the activities of the employer.

204. Uniqueness of Employee's Services. Employee agrees that the services to be performed by Employee under the terms of this Agreement are of a special, unique, and intellectual character that gives them a peculiar value, the loss of which cannot be reasonably compensated in damages in an action at law. Employee therefore further agrees that Employer, in addition to any other rights or remedies available to Employer, shall be entitled to injunctive and other equitable relief to prevent or remedy a breach of this Agreement by Employee.

205. Indemnification for Gross Negligence or Misconduct. Employee shall indemnify and hold Employer harmless from all liability for loss, damage, or injury to persons or property caused by the gross negligence or misconduct of Employee.

206. Trade Secrets.

(a) The parties agree that during the term of this Agreement, Employee shall have access to financial, personnel, and other information related to the business of Employer, and to programs, operational methodologies, plans and procedures that are owned by Employer and used in the operation of Employer's business. Such matters constitute Employer's "trade secrets."

(b) Employee agrees to not misuse or misappropriate any trade secrets, disclose them in any manner, directly or indirectly, to any other person, or use them in any manner except as may be required in the course of his employment with Employer.

(c) Employee agrees that all files, records, documents, drawings specifications, equipment software, and similar items, whether prepared by Employee or others during the course of Employer's business, are and shall remain at all times exclusively the property of Employer (*or*, if kept on-line, from the computer systems) of employer without the prior consent of the Board.

III. OBLIGATIONS OF EMPLOYER

301. General Description. Employer shall provide Employee with the compensation, incentives, benefits, and business expense reimbursement specified in this Agreement.

302. Office and Staff. Employer shall provide Employee with such equipment (including but not limited to office space and normal office equipment, a cellular telephone, and a lap-top computer or other computer(s) agreeable to the parties) and administrative support as is suitable for Employee's position and adequate for the performance of his duties.

303. Indemnification of Losses of Employee. Employer shall indemnify Employee for all necessary expenditures or losses incurred by Employee in direct consequence of the discharge of his duties under this Agreement.

304. Employer will, in its discretion, provide Employee with a credit card. If so provided, the credit card shall be used by Employee solely in carrying out the business of Employer and in accordance with any

restrictions on its use imposed by Employer. Employee shall retain and submit to Employer monthly receipts evidencing all uses of the credit card. Any points earned or promotional incentives given by the credit card provider will be used solely for the benefit of the corporation and not for any personal benefit of the President and CEO or employees and/or consultants of the corporation.

IV. COMPENSATION AND OTHER BENEFITS OF EMPLOYEE

401. Annual Compensation. As compensation for his services under this Agreement, Employee shall receive an annual salary of Two Hundred Thirty-Two Thousand Six Hundred Twenty-Five Dollars (\$232,625) during the first year of the contract, payable in 24 equal installments on the 5th and 20th of each month; provided, however, that the pay period may be set by the Board on a weekly or twice-monthly basis.

401a. Employee shall receive an annual performance evaluation to be completed by the Board no later than September 30th, with a maximum potential annual salary increase of 5%. Any increase in salary shall be at the discretion of the Board and shall be made retroactive to the previous July 1st.

402. Bonuses. Employee shall receive a bonus of up to thirty percent (30%) of his annual salary based on his achievement of metrics established by the Board - Bonus Metrics, based upon year over year growth:

TOT Increase (base is previous 5 yr. blend*) 30% weight		TBID Increase (base is previous 5 yr. blend*) 30% weight	
Increase	Bonus (% of Annual Salary)	Increase	Bonus (% of Annual Salary)
4%	4.5%	2%	4.5%
6%	6.75%	4%	6.75%
8%	9%	6%	9%

*In the event of TOT or TBID rate changes, bonus will be measure at the current rates for TOT and TBID as the 5-year average

Rates as of August 2024

TOT = 13%

TBID = 1% Lodging, 1.5% Retail and Restaurant and 2.5% Ski/Golf

30% weight factor (0 to 9% of annual salary). The board will review the President and CEO on achievement of contracts, overall performance and other criteria in evaluating the executive director performance. The criteria will be defined to complement the objectives of any agreement with the Town of Mammoth and the desired results by the Board.

10% weight factor (0 to 3% of annual salary). Based upon the review of the President and CEO from an independent review from the Mammoth Lakes Tourism staff.

403. Severance Pay. If Employee is terminated by Employer without cause during the term of this Agreement, employee shall be entitled to severance pay, equaling six months of salary. The board at its sole discretion may lengthen the compensation based upon evaluation of the cause of separation.

404. Health Benefits. Employer shall provide Employee with a paid healthcare plan that covers one hundred percent of Employee and their spouse and children's, medical, dental and vision expenses.

405. Retirement Plan. Employer shall provide Employee with a 401k plan matched up to four percent (4%) of base salary, based on a five percent (5%) employee salary investment.

406. Vacation. Employee shall be entitled to paid vacation and to the paid holidays in accordance with the adopted employee vacation policy set by the board (each year during his employment with Employer).

407. Miscellaneous Benefits.

(a) Employer shall provide Employee with a vehicle suitable for the performance of his duties under this Agreement. Employer shall pay automobile insurance, fuel and repair costs for the vehicle. While personal use is permitted, the employee is responsible for applicable taxes for personal miles driven.

(b) Employer shall provide Employee and his immediate family (Immediate family defined as Employee, spouse and children) with fully paid unlimited IKON passes each year during the term of Employee's employment with Employer.

(c) Employer shall provide Employee and his immediate family (Immediate family defined as Employee, spouse and children) with fully paid golf passes to the Snow Creek Golf Course each year during the term of Employee's employment with Employer.

V. TERMINATION OF EMPLOYMENT

501. Termination by Employer for Cause.

(a) Employer reserves the right to terminate this Agreement if Employee willfully breaches or habitually neglects the duties which he is required to perform under the terms of this Agreement; or commits such acts of dishonesty, fraud, misrepresentation or other acts of moral turpitude as would prevent or detract from the effective performance of his duties. Should employee not so Remedy or otherwise cure the breach or other factual basis for cure set forth in the written notice within ten business days from the date of the notice, employer may then immediately terminate the employment relationship based on the stated and material cause.

(b) Employer may at its option terminate this Agreement for the reasons stated in this section by giving written notice of termination to Employee without prejudice to any other remedy to which Employer may be entitled at law, in equity, or under this Agreement.

(c) Any notice of termination under this section shall specify the grounds for the termination and shall be supported by a statement of relevant facts.

(d) Termination under this section shall be considered "for cause" for the purposes of this Agreement.

(e) Upon termination by Employer for cause, Employee shall be entitled only to compensation and benefits earned under this Agreement to the effective date of termination. Employee shall not be entitled to severance pay upon termination for cause, any other provisions of this Agreement notwithstanding, unless the Board determines that severance pay is warranted.

502. Termination by Employer without Cause.

This Agreement shall be terminated for all purposes upon the death of Employee. If employee dies prior to the expiration of the term of his employment, any sums that may be due him from employer under this Agreement shall be paid to his executors, administrators, heirs, personal representatives or successors, as is appropriate under the laws of the State of California.

(a) Employer reserves the right to terminate this Agreement if Employee suffers any physical or mental injury or disability that would prevent the performance of his duties under this Agreement. Such termination shall be affected by Employer's giving thirty (30) days written notice of termination to Employee. Termination under this subsection shall not prejudice Employee's right to severance compensation under this Agreement, nor shall it be considered to be "for cause" for the purposes of this Agreement.

503. In the event the employee is terminated without cause, the Employer shall not indicate any cause for termination, and all other requirements by the state of California.

504. Termination by Employee. Employee may terminate this Agreement by giving Employer no less than sixty (60) days written notice in advance. If employee terminates this Agreement, he shall be entitled only to compensation and benefits earned under this Agreement to the effective date of termination; he shall not be entitled to severance pay, any other provisions of this Agreement notwithstanding.

VI. GENERAL PROVISIONS

Notices. Notices given by either party to the other shall be in writing and shall be transmitted either by personal delivery or by email, mail, registered or certified, postage prepaid with return receipt requested. Notices mailed, or emailed, to Employee shall be sent to the address provided by Employee to Employer, such address to be continually updated to be accurate. Notices mailed, or emailed, to the Employer shall be to its office mail address. Notices delivered personally shall be effective on the date of delivery; notices by mail, or email, shall be deemed effective five business days after the date of mailing.

601. Arbitration.

(a) Any controversy between Employer and Employee involving the construction or application of any of the terms, provisions or conditions of this Agreement shall on the written request of either party served on the other be submitted to arbitration. Arbitration shall comply with and be governed by the California Arbitration Act. This provision shall apply whether a court action has been filed by a party.

(b) Employer and Employee shall each appoint one person to hear and determine the dispute. If the two persons so appointed are unable to agree, then those persons shall select a third impartial arbitrator and such decision shall be final and conclusive on both parties.

602. Attorneys' Fees and Costs. If any action in law or equity is filed to enforce or interpret the terms of this Agreement, the prevailing party shall be entitled to reasonable attorneys' fees and costs, including discovery costs, in addition to any other relief to which that party may be entitled.

603. Entire Agreement. This Agreement supersedes all other agreements, either oral or in writing, between the parties hereto with respect to the employment of Employee by Employer and contains all of the covenants and agreements between the parties with respect to that employment. Each party acknowledges that no other representations, inducements, promises, or agreements, orally or otherwise, have been made by either party, or by anyone acting on behalf of either party, and that no other agreement, statement or promise not contained in this Agreement shall be valid or binding on either party.

604. Modifications. This Agreement may be modified by a written modification executed by both parties hereto.

605. Effect of Waiver. The failure of either party to insist on strict compliance with the terms of this Agreement by the other party shall not be deemed a waiver of that term, nor shall any waiver or relinquishment of any right or power at any one time or times be deemed a waiver or relinquishment of that right or power for all or any other times.

607. Partial Invalidity. If any provision in this Agreement is held by a court of competent jurisdiction, or by an arbitrator, to be invalid, void, or unenforceable, the remaining provisions shall nevertheless continue in full force.

608. Governing Law; Venue. This Agreement shall be governed by and construed in accordance with the laws of the State of California. Venue for any action commenced under this Agreement shall be the Superior Court of the County of Mono.

609. Effective Date: This Agreement is executed on July 1, 2024, at Mammoth Lakes, California, and is effective as of that date.

EMPLOYER

Mammoth Lakes Tourism

By:

Pat Foster
Chair, Board of Directors

EMPLOYEE

John J. Urdi III

By:

John J. Urdi III
President and CEO



**Mammoth Lakes Tourism Financial Report
September 4, 2024**

Preliminary Transient Occupancy Tax (TOT)

- TOT collections for July 2024 came in at \$2,229,375 which is +\$529,593 and +32% to budget
- July TOT was +\$41,672 and +1.9% to LY

Preliminary Tourism Business Improvement District (TBID)

- TBID collections for July 2024 came in at \$436,316 which is -\$9,113 and -1.9% to budget.
- July TBID was +29,571 and +6.8% to LY

	Pre-covid2019	2023	2024	Budget	Diff to LY	Diff to Budget	
Lodging	\$142,319	\$160,164	\$164,306	\$175,000	+\$4,142	-\$10,793	-6.2%
Retail	\$124,011	\$126,413	\$130,432	\$140,000	+\$4,019	-\$9,568	-6.8%
Restaurant	\$112,098	\$124,358	\$116,050	\$130,000	-\$8,308	-\$13,960	-10.7%
Ski Area*	\$31,874**	\$25,381	\$55,197	\$30,000	+\$29,816	+\$25,197	+84%

*Ski area now collects 2.5% versus 2% LY

** not equal comparison as we have added .5% to MMSA and golf to 2024 numbers

Bank Balances

- Measure A Checking account balance = \$712,976.31
- Measure A Savings account balance = \$5,021.56
- TBID Checking account balance = \$652,625.51
- TBID Savings account balance = \$5,016.83
- 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 = \$467,279.86
- Special Event CDARS account balance = \$631,009.06

Money Market Account

Balance of the FDIC Insured TBID Money Market account is \$3,505,834

Tourism Reserve Fund

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

- The current balance is \$95,735

Profit and Loss Statements (P&L)

- Please let us know if you have any questions.

Transient Occupancy Tax
Collection through July 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%	81.1%	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	2,187,703	1,930,667	1,444,953	1,059,538	1,017,293	3,221,049	4,089,949	4,342,251	3,774,158	2,171,250	926,984	1,256,809	27,422,603
YTD collection as % of Full Year	8.0%	7.0%	5.3%	3.9%	3.7%	11.7%	14.9%	15.8%	13.8%	7.9%	3.4%	4.6%	
2024-2025	2,228,609	-	-	-	-	-	-	-	-	-	-	-	2,228,609
YTD collection as % of Full Year	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

% change from prior year 1.9% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% -91.9%

Average monthly collection prior 3 yrs	2,323,425	1,859,574	1,170,262	942,910	1,250,181	3,888,073	4,449,612	4,097,749	3,335,898	2,197,542	1,020,950	1,334,451	27,870,624
Average Monthly collection as % of Full Year	8.3%	6.7%	4.2%	3.4%	4.5%	14.0%	16.0%	14.7%	12.0%	7.9%	3.7%	4.8%	100.0%
Average YTD collection as % of Full Year	8.3%	15.0%	19.2%	22.6%	27.1%	41.0%	57.0%	71.7%	83.7%	91.5%	95.2%	100.0%	

2. TOT Budget and Estimates (FY 2024-2025)

FY 24-25 BUDGETED full-year revenue	Rate	18,500,000	Estimated Reserves (*)	Actual Reserves
less Tourism	18.08%	3,344,000	\$ 1,703,317	\$ 1,612,932
less Housing	6.54%	1,209,615	\$ 616,093	\$ 583,401
less Transit	6.54%	1,209,615	\$ 616,093	\$ 583,401
Net to Town's General Fund		12,736,769		

* 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 24-25 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 24-25 Actual Collection	2,187,703	1,930,667	1,444,953	1,059,538	1,017,293	3,221,049	4,089,949	4,342,251	3,774,158	2,171,250	926,984	1,256,809	27,422,603

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
FY 24-25 Differences: Budget vs Actuals YTD	529,593	556,647	769,503	453,778	101,223	1,056,649	1,619,009	1,740,361	1,576,338	641,090	174,804	203,609	9,422,603
Percent Over/(Under) Budget	32%	41%	114%	75%	11%	49%	66%	67%	72%	42%	23%	19%	52%

Cumulative difference to date: **9,422,603** **568%**

Cumulative actual to last year actual difference to date: **(2,089,787)** **-96%**

