



Mammoth Lakes Tourism Monthly Board Meeting

Wednesday, March 7, 2018 - 1:00-3:00pm in Suite Z

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

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

Meeting Agenda

1. **Call Meeting to Order – Brent Truax, Board Chairman 1:04pm**
2. **Roll Call** – Brent Truax, John Morris, Kirk Schaubmayer, Michael Ledesma, Sean Turner, Eric Clark, Scott McGuire
Absent - Paul Rudder and Colin Fernie
3. **Board Member Comments/Reports/Agenda Additions:**
 - a. Scott McGuire - Attend MLR meeting last night; Board has voted to support Proposition 68, which MLT will be discussing later today.
 - b. John Morris - Season passes for Snowcreek golf course go on sale next week. Doing a combined deal with Sierra Star this year; Passholders at each course will get some extra benefits going both ways, more details to be released next week.
 - c. Brent Truax - wanted to acknowledge a great response during last Saturday's avalanche. Everyone on the mountain and in Town did a great job responding.
4. **Public Comment** – None.
5. **Minutes** – Approval of past meeting minutes from February 7th
 - a. Sean Turner - On item number 7c where I ask if it is legal to use TBID funds on the airport, I would like to clarify that I meant on the Bishop Airport.
 - b. Eric Clark motioned to approve the minutes as amended. John Morris seconded the motion. Unanimously approved.
6. **Presentation** – Proposition 68 “The CA Clean Water & Safe Parks Act” - John Wentworth, MLTPA
 - a. <https://yes68ca.com/>
 - b. John Wentworth, representing the Board of MLTPA, gave a presentation to the Board on two propositions that will be coming before the California voters - Proposition 68 (on the ballot June 2018), a \$4 billion bond, of which 142 million would come to the Sierra Nevada; The second is a water bond (November 2018), an 8.8 billion bond with about \$350 million directed at the Sierra Nevada. In total \$492 million in funding that could be used to assist our area. Really good return, with more funding than ever seen before in the Sierra Nevada, and provides a lot of opportunity for outdoor resource investment and improvement. Because the Mammoth area is a water shed area, any improvements we can make to improve amenities, facilities, sediment, those kinds of thing contribute to California's water quality and would make us eligible to apply for this money for those projects. With time in mind, I urge you to support Proposition 68 and look forward to talking to you more when the next bond comes forward, probably summer/fall.
7. **New Business**
 1. Prop 68 discussion and vote for MLT to sign endorsement –
 - a. Proposition 68 would authorize \$4 billion in general obligation bonds for state and local parks, environmental protection and restoration projects, water infrastructure projects, and flood protection projects. Assuming a 3.5 percent interest rate over a 30-year period, the bond issue would generate \$2.53 billion in interest, meaning the state would spend \$6.53 billion to pay off the bond issue.
 - b. The measure would require that between 15 and 20 percent of the bond's funds, depending on the type of project, be dedicated to projects in communities with median household incomes less than 60 percent of the statewide average; that 60 percent threshold amounted to about \$39,980 in 2016. The largest amount of bond revenue—\$725 million—would go toward neighborhood parks in park-poor neighborhoods in accordance with the Statewide Park Development and Community Revitalization Act of 2008's competitive grant program. The measure would also reallocate \$100 million in unissued bonds that voters approved via Proposition 1 (2014), Proposition 84 (2006), and Proposition 40 (2002).
 - c. Scott McGuire made a motion for MLT to support Proposition 68. Sean Turner seconded the motion. Unanimously approved.

2. Los Angeles Kings update, discussion and vote on Letter Agreement w/ Mammoth Resorts—
 - a. MLT is recommending a Letter Agreement between our organization and Mammoth Mountain to join forces on a 6-year promotional deal with the Los Angeles Kings. The deal points include MLT paying one hundred thousand dollars towards the annual fee and receiving the final one-third of the home game promotion. MLT has developed the assets needed and can be ready to promote Spring, Summer and Fall as soon as the March 10th home game. Assets include 30-second video, 15-second PA announcements and logo presence on scoreboard and arena “halo” LED display boards. Fund for this project would come from the MLT and Town Council Joint fund and we would set aside the \$600,000 for the length of the deal into a reserve account in this fiscal year. Through January this fund has \$566,000 accumulated from TOT collections above and beyond budget. Town Council will be looking to approve this arrangement at tonight’s meeting.
 - b. John Urdi reviewed the letter of agreement most recently emailed out to the Board. Dan Holler and Stu Brown are here to answer questions from the Town side. John reviewed MLT assets would run roughly March 1 through the first week of April for the next six years; last meeting this was tabled because we were unsure of what might happen without the TBID. In discussions with the Town, it has been discussed that the opportunity is one that the Town Council would consider funding out of the joint bucket from Measure A if necessary - do not want to lose out on this opportunity. Town Council will be voting on this usage tonight. Joint Bucket already has \$566,00 for the \$600,000 commitment over six years, starting this spring with contribution of \$100,000 from MLT and \$75,000 from Town; \$100,000 for each subsequent year. Letter of agreement reviews specific details on assets, which are significant.
 - i. Scott McGuire: How does this measure up compared to some of our other cost impression marketing programs we do elsewhere? Have we done a specific assessment that says this is what we get cost per click digital with them versus this?
 - ii. John Urdi: We’ve run it through the agencies, and it may not perform as strong as some of our other digital components but from a branding standpoint it still speaks to a good demographic. Think this is more of a branding effort than an advertising opportunity, with specific ROI. Outside of online specific, its really about exposure
 - iii. Scott McGuire: Worth highlighting for the Board that the other component to this must remain in a separate bucket which is the Kings relationship with MLR, with any funding that might come in back in that might go to the Multi-Use Facility; the agreements must remain completely separate. So for the Board I would suggest seeing this as a completely separate branding and advertising effort and it has value itself.
 - iv. Sean Turner: As much as I understand that these agreements need to be separate, at the same time we need to make sure they are linked. We are buying this marketing because we are getting some investment back. Two points I have concerns on: naming rights but confident that is being addressed from the Town side; and make sure we are making an investment in the multi-use facility that reduces the O&M costs and assists in deploying the use of green technology as much as possible in the building. My only question is there any benefit to breaking the season apart with Mammoth Resorts getting the first two-thirds and MLT getting the last third, or would it be better to mix it up?
 - v. John Urdi explained how and why the games were divided the way they were, and that taking the last third allows us to promote spring, summer and fall. So we get a full season of exposure for the destination and not just all winter. We are still awaiting final word from Mammoth Resorts but if they return any significant changes to the agreement an Executive Committee would be called to approve. Motion today would be to approve this agreement as is. It has been run through by our attorney and the Town attorney. The funding will come from the Joint bucket right now in full, the bucket is currently at \$566,000, with current budgeting I see no problem at least hitting that mark. This would execute as soon as Saturday if approved by all parties.
 - vi. Dan Holler, Town Manager, reviewed the Town perspective and process. Highlighted some other key points to the agreement that are beneficial to the partnership. Dan

Holler also reviewed a separate agreement that the Town is looking at with American Sports Entertainment Company to provide some management and technical support at the Multi-Use Facility.

- vii. John Morris made a motion to accept the letter of agreement between MLT and Mammoth Resorts as it relates to the LA Kings Partnership. Sean Turner seconded the motion with an amendment including the Board be allowed a final proofing. **Brent Truax added that if there are any significant changes that significantly affect dollars, it would come back before the Board at a special meeting. Scott McGuire request that if an executive committee session is called that the rest of the Board be informed of that so that they can attend if they'd like.** Eric Clark recused himself from voting. The rest of the Board passed the motion unanimously.

3. TBID renewal update and discussion –

- a. At the February 21st Town Council meeting it was requested that MLT come back to the Town Council with a Resolution of Intent on or before the April 18th meeting which would begin the 60 day public hearing and approval process resulting in Resolution of Formation of the TBID at the June 20th Town Council meeting. Progress on the renewal is coming along well and it is anticipated that we should have all of the petitions needed for the Resolution of Intent to the Town Clerk by April 1st.
- b. John Urdi reviewed the February 21st Town Council meeting and process for renewing the TBID. Petition process has been going very smooth and believes we will not have a problem meeting the necessary deadlines for the Resolution of Formation meeting to take place on June 20th.

4. Airport update and discussion from recent meetings (report out Ledesma and Urdi) –

- a. The Board heard a brief update from the recent airport staff meeting that was attended by TOML staff, Inyo County Staff, MLT staff and board members and MMSA staff to discuss the future and direction for developing consistent, reliable and sustainable air service to the Eastern Sierra region. Attending for MLT was John Urdi, Michael Ledesma and Paul Rudder.
- b. Michael Ledesma updated the Board; first meeting was more of introductory format going over saline issues that will be drilled down on through subsequent meetings. Big take away is that Bishop, and Inyo County feel a part of the process and there is alignment between all of the stakeholders. Developing Bishop for commercial air service makes a lot of sense for bringing consistent air service to the area. Idea of Joint powers is received well on both sides.
- c. Scott McGuire: Airport Certification Manual (ACM) submitted - why has it not been shown to the other partners, like the Town, that have been through the process before?
- d. Eric Clark explained that it is not a public document and that once the FAA has looked at it and ruled on it then it can be released to the other partners and the public.
- e. John Urdi reviewed that this is just a start of the process and that after the FAA review of the ACM is done then they can discuss costs and funding, and the sharing of information can be put further into motion. This is just a beginning and the important part is that everyone sees this as a working partnership.
- f. Brent Truax: I want to make sure that moving forward as a body that we are open to looking at a regional format and solution that works for everyone to make air service work; that we as a Board agree in a regional solution.

5. MLT contract committee –

- a. Mammoth Lakes Tourism's agreement with the Town of Mammoth Lakes to provide marketing services is set to expire June 30, 2018. MLT would like to see the future agreement coincide with the 10 years of the new TBID so running July 1, 2018 through June 30, 2028. MLT board members who will be working with town staff to develop this agreement are Eric Clark and Paul Rudder.
- b. **Brent Truax issued direction to the sub-committee members to start meeting and having discussions with the Town. John Urdi also stated he can assist with getting meetings set up.**

8. **MLT Team Presentation Schedule** – Mammoth Lakes Chamber of Commerce

- a. Ken Brengle, Executive Director of the Chamber, gave a presentation to the board on the progress and New Year for the Chamber. Passed out plan of action and annual report for 2018, and Chamber App card. Would like to discuss ideas for the app and promoting membership.

- b. Ken Brengle reviewed mission, vision and value statement; want to be a leadership organization - nt to be a champion for the local business community. Reviewed recent change to fiscal year to match town and MLT - current officers will serve full 18-month term. Reviewed Board of Directors and current remaining lengths on terms. Current officers: Camille Miller (President), Rich Sanfillippo (President Elect), Andrea Walker (Vice President), Tina Garcia (Treasurer); immediate past president is currently vacant with the departure of Jeff Gillory. Reviewed chairs of the committees. Reviewed 2017 accomplishments: Board planning session - developed 3 organizational goal; Customer service training and Business consulting made possible through USDA grant and now through increased support from MLT; changes in staff - new Executive Director and promotion of Assistant Director; initiated group health insurance program; conducted first virtual job fair.
- c. Jessica Kennedy, Assistant Director, reviewed Business retention and expansion survey; growth in annual events like 4th of July parade and Wedding & Event Expo; growth in monthly community events; work on the Inyo Mono Broadband consortium expanding broadband service; membership survey done at the end of 2017 - 40% response rate; reviewed responses in more specific detail.
- d. Ken Brengle reviewed 2018 Plan of Action: grow governmental affairs committee; further promote Chamber App; continue involvement with workforce housing development & issues; redesign customer service training and business consulting program; activating 501c3 Mammoth Community Foundation for use in assisting with possible housing solutions. Jessica Kennedy, finished plan of action for 2018 - BR&E survey, redesign of the website, organizing and continued grown with annual and monthly events, continue to expand and grow communications platform.
- e. Sean Turner asked where we are at with events?
 - i. John Urdi responded that special events are not something that will fall under the Chamber; it is with MLT. And it is currently on hold until TBID has been resolved and the funding streams are clear. Brent Truax emphasized that as soon as the TBID is approved we will re-discuss the Special Events position, and stated its possible that will be at the April Board meeting if all the petitions are signed. Scott McGuire asked about specific timing for strategic plan for events, with concern expressed in regards to delayed activation for Special events. Sean Turner restated that he would like to keep this topic in the forefront of everyone's mind, even though he understands it has to be on hold until funding is determined. There was a conversation about whether or not the strategic plan for events will need to be revisited depending on what happens with the TBID. Brent Truax stated that would come back before the Board once a funding source has been determined. The Board then had a conversation about overall budgeting and strategy sessions, timing for budget/strategy decision making. Eric Clark suggested that it seemed a majority of the Board would like to have a strategy presentation in April with a budget presentation in May. Scott McGuire agreed that is what he would like to see. Brent Truax brought the Board conversation back to the agenda item of the Chamber update but stated he would also look at that for future agenda.

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

- 1. Marketing Update – John Urdi reviewed upcoming timeline for budget and strategy session originally set for May meeting. Were looking to run on a parallel path but can look to present the strategy first and then budget after. Need to make sure that involved partners can work on that same timeline and turn the strategy around in the next month.
 - a. Scott McGuire asked that this Board approve the strategy first and then staff comes back with budget against that strategy.
 - b. Brent Truax what I am hearing and can support, as long as staff has enough time to prepare the report, is to hear the strategy first in April and then come back with budget after.
 - c. Sean Turner also supportive of hearing strategy first. Not at the same time.
 - d. Brent Truax brought the conversation back to the agenda and stated that he would agendize this conversation topic for a future meeting. Scott McGuire asked when the Board could expect that meeting to take place. Brent Truax stated he would email the Board with follow up timing.
 - e. John Urdi reviewed Kings campaign - launching as soon as agreement finalized. Mountain Travel Symposium, in Lake Tahoe this year; MLT will be featured in a presentation on TBIDs, another presentation with our virtual reality video, and then finally in a presentation from Google street views where they are using data from trails to orient people and show them more detail on

specific outdoor recreation opportunities. Josh Wray was with them last week and did some really cool skiing with a 360 camera to show off street view on the mountains. Attending a number of trade shows over the next few months; great reception so far with the virtual reality video. Whitney will be in DC with US Travel second week of March and Michael is in Berlin with ITB - one of the largest trade shows in the world.

2. Communications/PR –Lara Kaylor updated the Board on PR coverage report from Grand Prix and the Olympics. Mammoth Lakes and Mammoth Mountain received 3.09 billion estimated impressions over that time; great coverage - translates into about \$44.5 million in ad value. The Mammoth Trampoline Club got a specific piece featured on NBC during the Olympics. In house we have street light banners, celebrating our athletes and their hard work. Also, celebratory proclamation will be issued by the Town Council at the March 21 meeting. Closed Escrow on The Crib location; will be heading there after the meeting for the Board to see the new space.
 - a. Scott McGuire: It would be interesting to see google search analytics for Mammoth Lakes globally during that period of time, excluding since the avalanche. It would be interesting to benchmark. Especially if we see people from a certain region, and we can leverage the ikon pass to drive visitation.
3. Air Service Update – John Urdi reviewed current statistics for air service. Pacing well ahead of last year in all markets. Tough week last week with cancellations Thursday and Friday; they did get San Francisco in. Service flies through April 2nd; we are seeing more numbers flying in but at a lower rate, so our subsidy has been higher. We haven't seen exact numbers yet past January for Alaska and December for United, so hard to judge exactly. Summer will still be set for one flight

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

1. TOT & TBID – review previous months results; For TOT- continue to be ok compared to last year- the month of December is now just .6% behind last year and January is currently only 7% to last year, it is currently the third largest month on record (the bottom agenda highlights are wrong). February, March and April probably will be slightly behind last year, but do think we will still pace ahead of budget. Looking at the 2004-2015 timeframe, the TOT average over those ten years was \$10.5 million; so far in the first seven months we are at \$10.4 million. For TBID, 3.86% behind plan; January was behind \$108,000; and just like TOT I would guess that February, March and April will be slightly behind as well.

2. Cash Flow and CDARS info –

1. Measure A checking account = \$1.7 million dollars; Summer subsidy came in at \$845,000 - County is pitching in \$35,000, \$500,000 will come from TBID and \$310,000 will come from Measure A, so these numbers will change.
2. TBID account = \$951,000; Both Savings accounts are still just over \$5,000
3. In CDs: Measure A = \$1.25 million; TBID = \$2.5 million; \$500,000 will go back into the general accounts from subsidy savings last year that we invested this year.

3. P&L Reports - sent to the Board; lateness continues to be due to the delay in getting TBID numbers from the Town

4. Financial Audit – John Morris gave a report to the Board from the Financial Audit. Basically, we received an A+ in how MLT's business is being conducted. In terms of difficulties, they encountered none; they found no misstatements or disagreements in information that was asked for. There were no transactions that were significant and unusual or transactions that lacked authoritative guidance or consensus. Successful job in record keeping and booking keeping.

5. Budget Timing - will be re-addressed and be back with the Board.

11. **MMSA Update – Eric Clark** – Ikon Pass has gone on sale as of Tuesday. Two products: full and base product. Mammoth has been added to the base product -unlimited days at Mammoth with blackout days. Avalanche response was a great community response. Within 15 minutes a full search effort was in place and all the community response teams were a great help.

12. Key Takeaways

1. **January came in at \$2,469,758 down from the previous record (2016) by -\$186,752 which is 7% (January 2018 is the second highest TOT collection month EVER – behind January last year)**
2. **YTD TOT is +\$28,009 to the previous record (2016) and +\$3,135,720 to 2017-18 TOT budget YTD**

Future Meeting Dates: Next scheduled Board Meeting for **Wednesday April 4, 2018** from 1-3:00pm Suite Z - John will be traveling to Mountain Ventures Summit on this day and so it was requested to move the meeting to the day before, Tuesday, April 3, 2018. Pending room availability. Both Eric Clark and Scott McGuire stated that if rescheduling is necessary that the strategy conversation be taken into account and tried to be worked in if possible. Dates will be looked at and Brent Truax or John Urdi will get back to the Board.

Meeting adjourned at 3:10pm



MLT's Overarching Goal

Support efforts that get Mammoth Lakes to at least 10 months of economic stability

Economic Stability = \$1,000,000 minimum in TOT collected in 10 of 12 months annually

Currently we are consistently at \$1,000,000+ in **nine** months of the year (In October 2015 when goal was set we only had six months)

	<u>5 Year Avg.</u>	<u>Change 2018 vs. 15</u>		<u>All-Time High</u>	<u>Change 2018 vs. 15</u>		<u>Peak Year</u>
1. December	\$2,089,375	+\$327,375	+18.6%	\$2,370,978	+\$422,070	+21.7%	2016
2. January	\$2,093,218	+\$82,032	+38.5%	\$2,656,510	+\$730,013	+37.9%	2017
3. February	\$1,808,934	+\$366,111	+25.4%	\$2,475,292	+\$584,920	+31.0%	2017
4. March	\$1,515,008	+\$279,310	+22.6%	\$2,030,473	+\$298,842	+17.3%	2017
5. *April	\$847,136	+\$138,194	+19.5%	\$1,599,673	+\$614,388	+62.4%	2017
6. *June	\$798,079	+\$189,123	+31.0%	\$1,005,404	+\$232,990	+30.0%	2017
7. July	\$1,427,105	+\$315,460	+28.4%	\$1,753,735	+\$428,848	+32.4%	2017
8. August	\$1,365,096	+\$202,600	+17.4%	\$1,570,110	+\$299,055	+23.5%	2017
9. *September	\$797,066	+194,151	+32.2	\$1,050,067	+\$320,023	+43.8%	2017

*New month's achieving \$1,000,000 in revenue since 2015

Months still below \$1,000,000

	<u>5 Year Avg.</u>	<u>Change 2018 vs. 15</u>		<u>All-Time High</u>	<u>Change 2018 vs. 15</u>		<u>Peak Year</u>
10. May	\$469,389	+\$107,344	+29.6%	\$673,512	+\$280,522	+71.4%	2017
11. October	\$467,045	+\$171,294	+57.9%	\$612,714	+\$234,106	+61.8%	2017
12. November	\$473,842	+\$164,340	+53.1%	\$601,171	+\$277,331	+85.6%	2017

NOTE: To grow TOT by \$100,000 means roughly \$770,000 in direct lodging spending in our community

- \$200,000 = \$1,540,000 in direct spending
- \$300,000 = \$2,310,000 in direct spending
- \$400,000 = \$3,080,000 in direct spending
- \$500,000 = \$3,850,000 in direct spending
- \$600,000 = \$4,620,000 in direct spending



Mammoth Lakes
CALIFORNIA

MAMMOTH LAKES TOURISM
MARKETING PLAN

FISCAL YEAR 2017-2018





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FROM A MOUNTAIN WITH A TOWN, TO A TOWN WITH A MOUNTAIN

Mammoth Lakes has long been a year-round destination for avid, active outdoor enthusiasts – from hikers and bikers to skiers and snowboarders. Many would call Mammoth Lakes a ski town, but we feel this would be a disservice to the plethora of activities that guests enjoy in non-winter months.

As a destination, we have always been known for the world-class ski and snowboard experience provided by the very aptly named Mammoth Mountain. In a sense, and in reality, the town of Mammoth Lakes has fallen in the shadow of the mountain. The goal has been to expand from being simply a ski town with a world-class mountain to a world-class town that just so happens to have an amazing ski resort as its backdrop.

Mammoth Lakes Tourism appreciates all 365 days of the year, all four seasons and all activities and amenities that the amazing Eastern Sierra has to offer. With natural wonders like Devils Postpile National Monument, Yosemite National Park, Bodie State Park and Mono Lake nearby to complement our active outdoor adventures, Mammoth Lakes is truly the basecamp for the unbelievable.

With resources such as our Tourism Business Improvement District in place, our funding is finally competitive with other destinations around California and these funds allow us to tell the Mammoth Lakes story to the world.

Through extensive research and reporting, MeringCarson and the Mammoth Lakes Tourism team develop marketing campaigns and initiatives to maximize our exposure, awareness and ultimately drive increased visitation and revenues for our local businesses.

Every one of Mammoth Lakes Tourism's efforts is driven by the desire to make our tourism-based economy, and the businesses who thrive from it, as successful as possible. We look forward to continued collaboration with our local partners to strengthen our community.

JOHN URDI

Executive Director
Mammoth Lakes Tourism

MAMMOTH LAKES TOURISM WAS ESTABLISHED TO INCREASE LEISURE TRAVEL TO THE MAMMOTH LAKES AREA.

BUSINESS OBJECTIVES

Make Mammoth Lakes a strong year-round destination.

- Generate a minimum of \$1 million transient occupant tax (TOT) per month for 10 out of 12 months of the year (minimize the seasonal peaks and valleys)
- Have a consistent visitor base to sustain occupancy levels and employment base year-round
- Support air service and drive utilization
- Provide stable and consistent annual visitation to attract new investment and development opportunities to the market

BACKGROUND

Forming of Mammoth Lakes Tourism

In 2008, a review of competitor organizations spurred discussions between the town manager, town council and community stakeholders to create a non-governmental organization for the town's tourism marketing needs. The sentiment was that the Town of Mammoth Lakes' government was not driving enough visitation through its Tourism and Recreation Department (responsible for tourism and recreational programming) as a result of a lack of focus and expertise.

The first formation meetings took place in early 2010, and by July 2010 Mammoth Lakes Tourism was formed as a destination marketing organization. Mammoth Lakes Tourism was funded through politically committed dollars from Measure A that can only be used for marketing purposes. Mammoth Lakes Tourism received 2.5 points of the 13% transient occupancy tax (TOT) and business license certificate revenues, totaling approximately \$2.2 million annually.

A seven-member board hired its first employee in July of the same year.

EXECUTIVE SUMMARY

Mammoth Lakes Tourism Today

In September 2013, Mammoth Lakes Tourism (MLT) began collecting on a Tourism Business Improvement District (TBID) with a 1% assessment on lodging stays, 1.5% assessment on retail and restaurant purchases and 2% on ski area lift tickets and lessons. All of the other 99 current California TBIDs only assess lodging. This assessment contributes roughly \$5-6 million to the annual marketing sales and communication budget.

Town of Mammoth Lakes' (TOML) Measure A also funds the organization, which comes from the Transient Occupancy Tax (TOT). MLT receives 18.07% of all TOT revenue, but it is capped at \$2,259,000 for operations. Anything in excess is deposited into a joint fund where Mammoth Lakes Tourism's Board of Directors and the TOML Town Council determine its use, which could include marketing and/or visitation-based infrastructure projects.

With the increased level of funding, Mammoth Lakes Tourism has grown its in-house team to seven people and its Board of Directors from seven to nine members.

	PRE-TBID	POST-TBID
Incremental Trips	117,433	224,042
Full Dollar Value	\$173 MILLION	\$341 MILLION
Total Media Impressions	36 MILLION	196.7 MILLION
Website Visits	846,528	1.9 MILLION
PR Value	115 media placements led to 330 MILLION impressions (\$990,000 value)	137 media placements led to 783.1 MILLION impressions (\$2.34M value)

Source: SMARI 2014-15 Advertising Effectiveness, ROI Wave

Guiding Principles

Tourism to Mammoth Lakes helps to create jobs essential to the area that provide opportunities for all. Increasing tourism requires a collaborative effort between Mammoth Lakes Tourism and the Mammoth Lakes business community. The following principles guide the program of work and the way Mammoth Lakes Tourism works with the community.

DO WHAT INDIVIDUAL BUSINESSES CANNOT DO FOR THEMSELVES

Mammoth Lakes Tourism provides a marketing sales and communications platform to promote the Mammoth Lakes brand and destination. Mammoth Lakes Tourism serves as an authority on travel and tourism to the Town of Mammoth Lakes and engages in opportunities and partnerships that will elevate the profile of the area. Mammoth Lakes Tourism unifies business and community leaders to raise the relevance of travel to the destination and enhance the area.

DELIVER VALUE TO & COLLABORATE WITH TOURISM-RELATED BUSINESSES

Mammoth Lakes Tourism is the resource to the area's assessed businesses by providing marketing support and opportunities, website leadership, authoritative tourism research, brand development and messaging framework, partnering opportunities and other resources vital to the success of their operations.

BUILD AWARENESS & PREFERENCE FOR THE MAMMOTH LAKES BRAND TO STIMULATE TRAVEL

Mammoth Lakes Tourism will develop marketing programs that attract new visitors to the destination through the brand, while boosting the image of Mammoth Lakes overall. Enhanced marketing investment will provide opportunities to reach new markets that may have otherwise been cost-prohibitive.

LEVERAGE ALL ASSETS & ALLIANCES

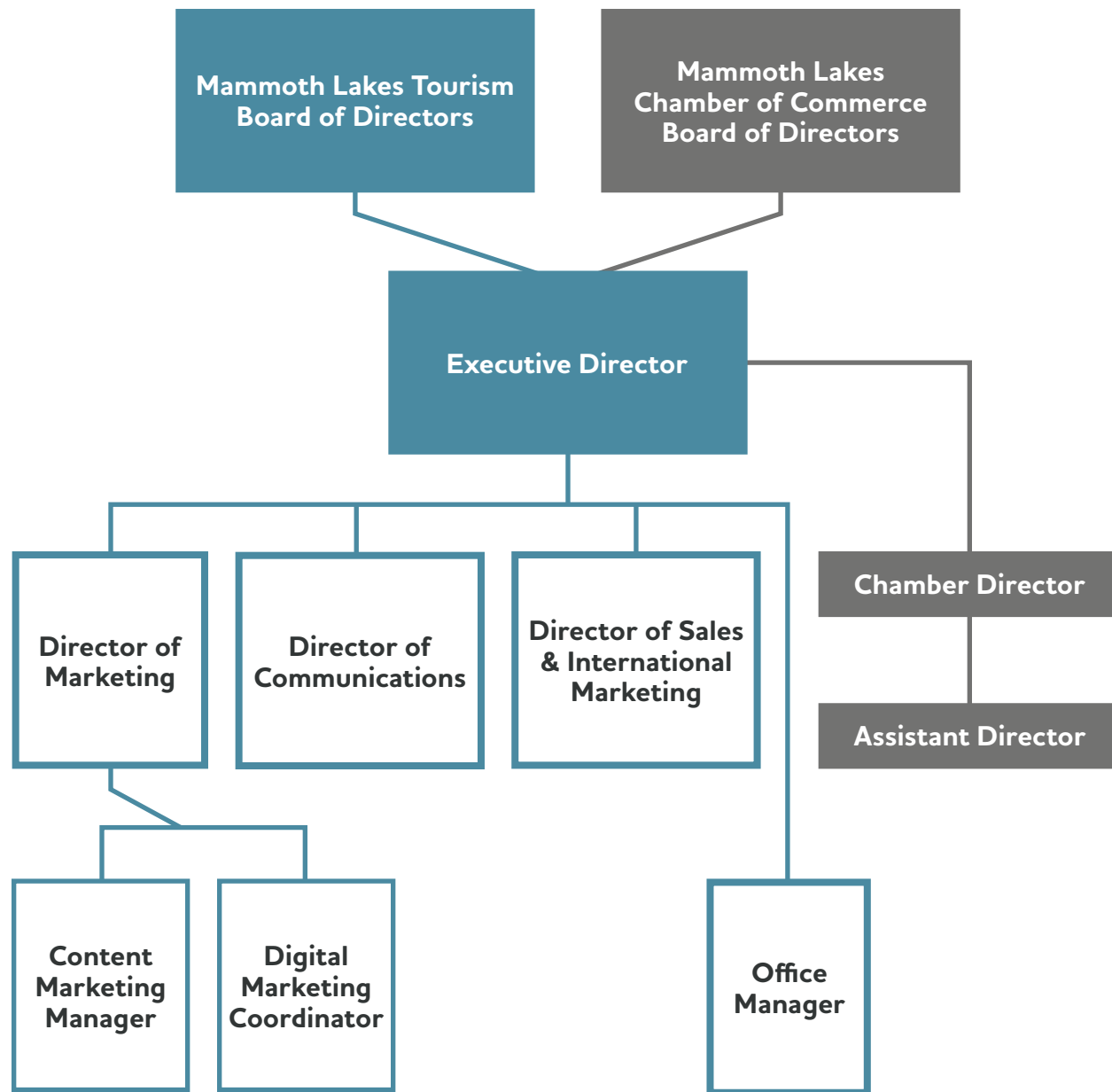
Mammoth Lakes Tourism will introduce the Mammoth Lakes brand to far-reaching audiences and establish strategic alliances with trusted in-market brands. Partnerships support efforts to develop relationships and elevate the area's overall image through advertising and other venues, with the goal of raising awareness of the Mammoth Lakes area regionally and in selected countries.

TRACK KEY METRICS & ROI TO INFORM THE STRATEGIC DIRECTION OF THE PROGRAM OF WORK

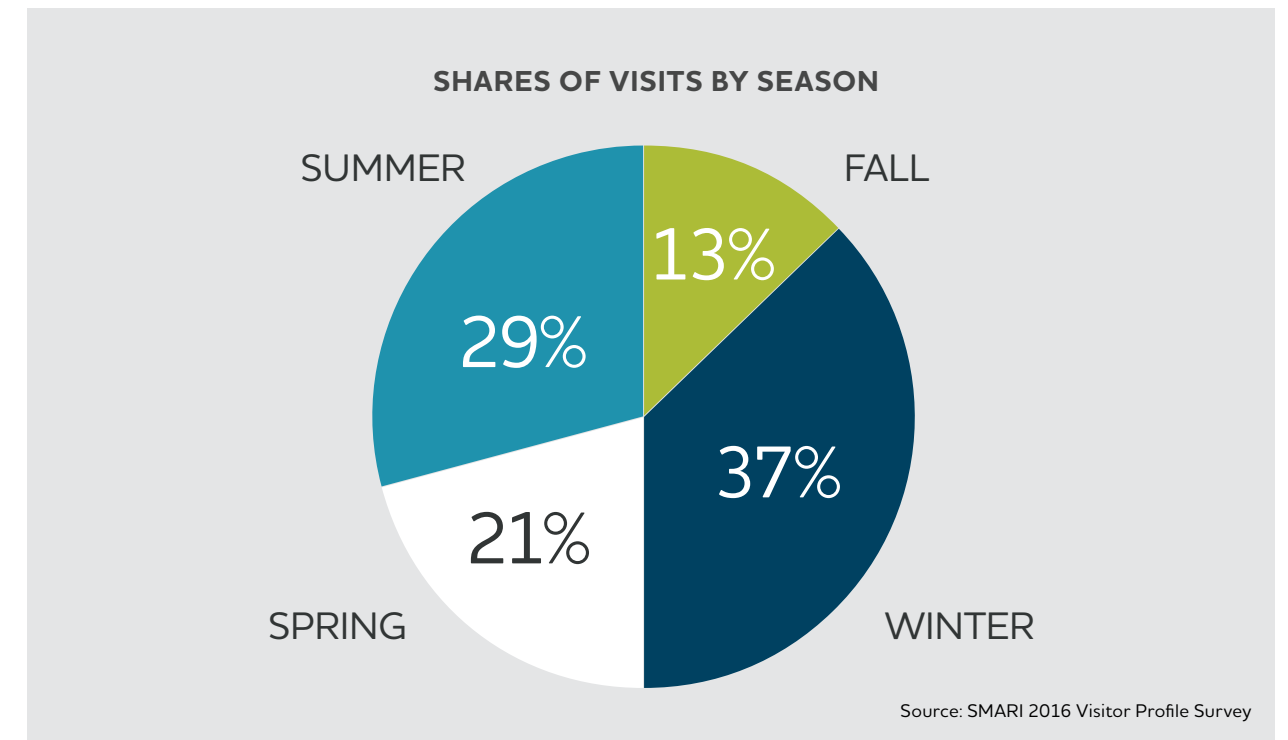
Mammoth Lakes Tourism will track and evaluate program impact on attracting leisure travelers to reinforce the organization's value to travel-related businesses and the Mammoth Lakes community.

Organizational Chart

The primary role of Mammoth Lakes Tourism is to deploy awareness-focused efforts promoting the overall destination in order to reach potential visitors and deepen engagement with existing visitors.



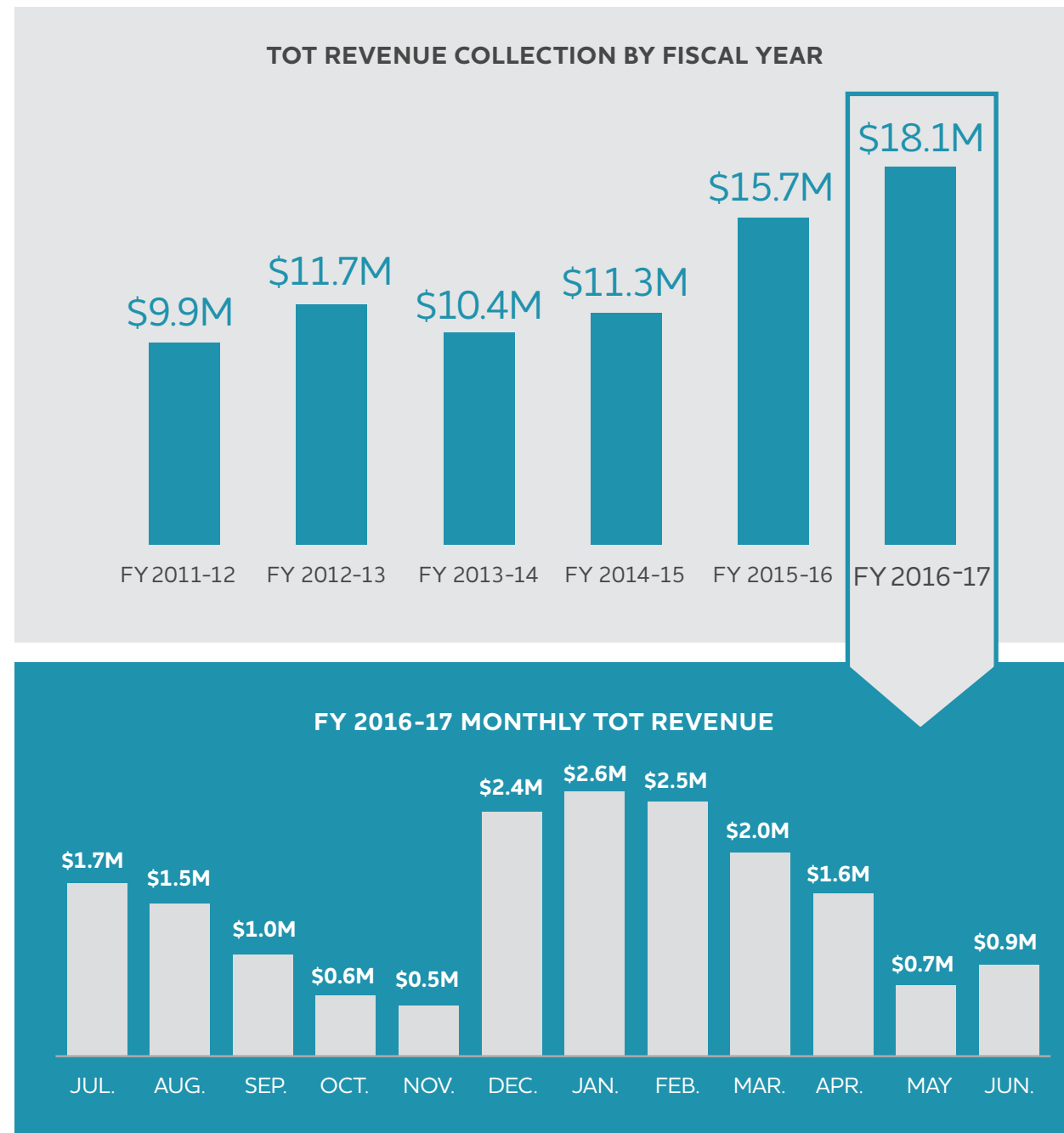
Mammoth Lakes Tourism’s Visitor Impact on the Mammoth Lakes Economy



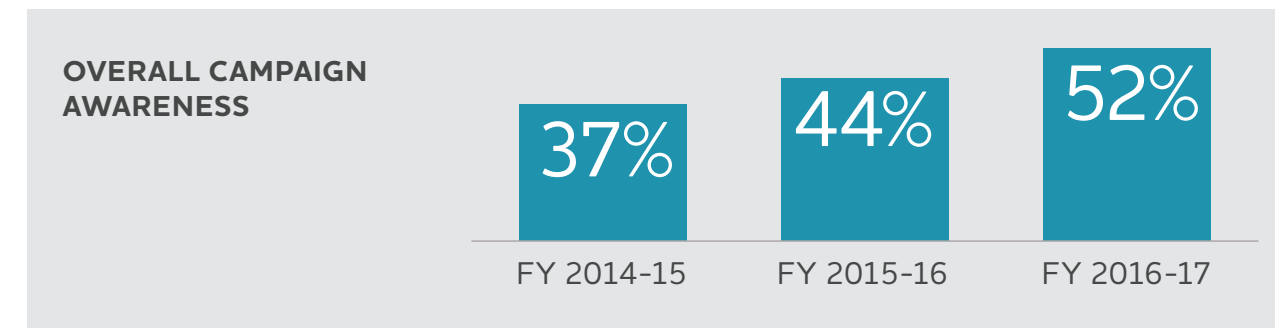
Source: SMARI 2016-17 Awareness and ROI Survey, October 2017

Mammoth Lakes Tourism Increases Town of Mammoth Lakes Budget

Key to Mammoth Lakes marketing is driving year-round visitation to the destination. The goal of Mammoth Lakes Tourism is 10-month viability; more than \$1 million of TOT per month and more balanced seasonality through marketing. The success of this strategy is seen in sustainable TOT collections through drought periods and the growing ability to attract and sustain year-round visitation.

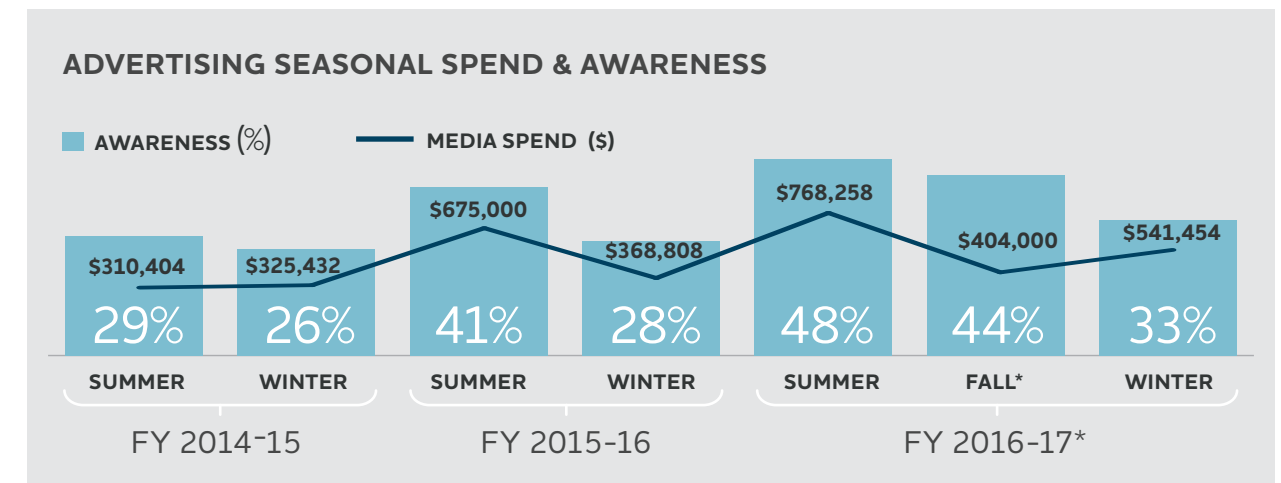


Mammoth Lakes Tourism Marketing Results



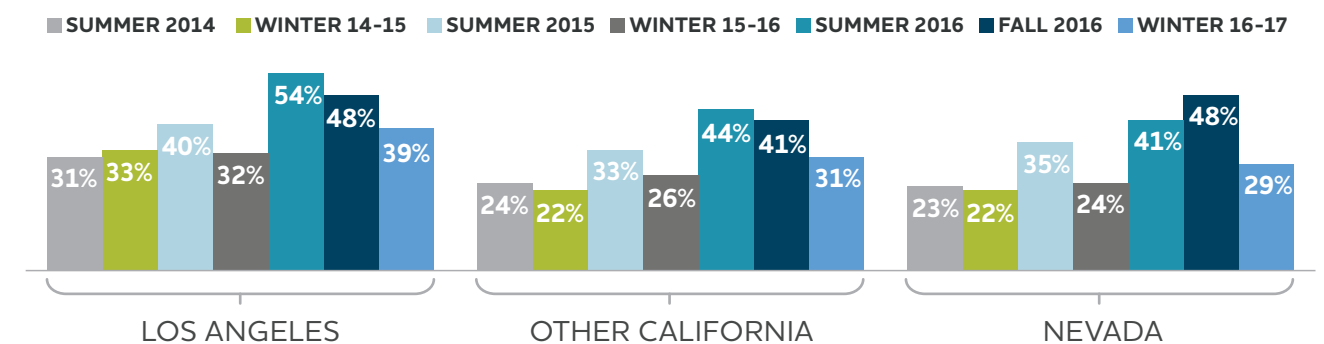
Awareness is on the rise, driven by a combination of the following factors:

- Increased budget
- Broader media mix
- Efficient buying and optimization
- Creative that effectively communicates key benefits and motivates travel



*FY 2016-17 was the first year a separate fall effort was supported by Paid media. Source: SMARI Winter 2016-17 Advertising Effectiveness Research

CAMPAIGN AWARENESS BY REGION

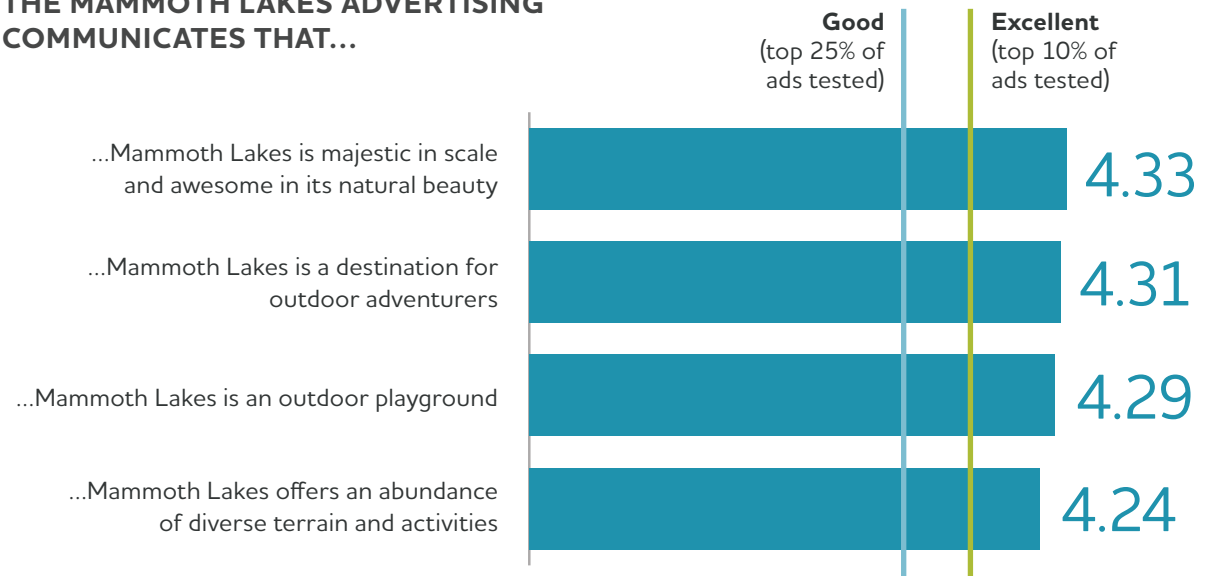


Source: SMARI Winter 2016-17 Advertising Effectiveness Research

Campaign Impact

Impact ratings show that the campaign is communicating key messages and influencing travel behaviors by increasing consideration and desire to visit Mammoth Lakes. The campaign is excellent at communicating Mammoth Lakes Tourism’s key assets.

THE MAMMOTH LAKES ADVERTISING COMMUNICATES THAT...



Source: SMARI 2016-17 Awareness and ROI Survey, October 2017

Incremental Travel

The tracking survey shows the campaign is impacting travel to Mammoth Lakes.

- In summer 2016, outdoor travelers aware of summer ads took **64,000 more trips** to Mammoth Lakes than those unaware of the campaign.
- In fall 2016, fall ad-aware outdoor travelers took **99,000 more trips** than unaware travelers.
- In winter 2016-17, respondents aware of the winter campaign took **60,000 more trips** to Mammoth Lakes.

NOTE: Qualified trips were those within the defined seasons, where one trip was taken and paid lodging was used.
Source: SMARI 2016-17 Advertising Effectiveness Research ROI Wave, October 2017



RESEARCH &
INSIGHTS

Tourism destinations are subject to a variety of environmental influences, including economic, demographic, social and cultural trends, and travel trends. Therefore, it is important to characterize and understand the dynamic environment in which Mammoth Lakes Tourism and the destination is operating. The following is a summary of key trends and implications for Mammoth Lakes Tourism.

SITUATIONAL ANALYSIS – EXTERNAL

Economic Analysis

Overall forecasts show the U.S. economic indicators ending the year with slight increases. Some recent projections have predicted a softening of the economy. Even so, the gross domestic product (GDP) is expected to grow by 2 percent each year through 2020. Other economic measures, including consumer confidence and personal income, are also expected to grow, while unemployment remains low.

California’s economy continues to do well, with growth of the GDP and personal income and a drop in unemployment. Like the U.S. forecast, California may also see a slowing of the economy as we move into 2018. Other economic indicators show similar patterns to U.S. indicators, with slow and steady growth through 2020.

Mono County is heavily dependent on the recreation and tourism industry. Overall unemployment rate is projected to stay below the state unemployment rates through 2017. Leisure and hospitality was the only sector with significant job gains during 2015. Professional services, business and financial sectors saw small declines, while other sectors remained steady.

Economic Indicators

	UNITED STATES	CALIFORNIA	MONO COUNTY
GDP Growth Rate 2020P	2.0% 1.9% 2016	2.6% 1.9% 2016	N/A
Consumer Confidence Feb. 2017 ¹	116	111	N/A
U.S. personal income is projected to rise 11.9% between 2016 and 2020. California personal income is projected to rise 18.9% between 2016 and 2020.	\$16,056 +11.9%	\$2,567.30 +18.9%	\$0.81 +20.8%
Unemployment Rate Jan. 2017	4.7%	5.1%	4.3%
Inflation Rate 2020P	2.5% 2.7% 2016	3.0% 2.7% 2016	3.0% 2.7% 2016

1. Consumer confidence is an indicator of the degree of optimism consumers have regarding the state of the economy. An index above 100 is positive.

Tourism Industry Analysis

INCREASE IN TOTAL EXPENDITURE IN U.S.

The U.S. Travel industry ended 2016 with a 1.0 percent increase in domestic person trips. Total expenditures also increased 2.1 percent to \$990.3 billion.

- Domestic person trips totaled nearly 2.2 billion in 2016, including 1.7 billion leisure trips and 458.9 million person trips for business purposes.
- The U.S. received 77.6 million international arrivals in 2016, with 39.2 million coming from overseas international markets and 38.4 million coming from Canada and Mexico.

The U.S. Travel Association projects that travel to and within the U.S. will grow 3.1% by the end of 2017¹.

PROJECTIONS SHOW GROWTH

Currently, industry projections show continued tourism growth, both domestically and internationally, through 2020. At the same time, experts warn that performance should be interpreted with caution as the strong dollar and new policies related to travel restriction, immigration, and international relations could eventually negatively impact visitation.

CALIFORNIA TOURISM REMAINS STRONG

California’s tourism industry expanded for the seventh consecutive year, with both domestic and international travel to California growing, but at a slower rate. Total visits were up 1.9 percent (2016). Visitation and number of trips to California is forecasted to grow by 2.1 percent in 2017. The long-term outlook forecasts growth at a similar rate, with an overall slower and steady growth pace in total visitation to California of a little over 2.0 percent per year. By 2020, total visits are expected to be 220.0 billion, up 8.9 percent vs. 2016, and increase to 301.4 billion by the end of 2021.

Total direct travel spending to California was \$126.3 billion in 2016, representing a 3.1 percent increase over 2015. For 2017, total direct spending is projected to be at \$130.3 billion, a 3.1 percent increase from 2016. Visitation for 2017 is projected at 274.1 million person-trips, with 224.2 million leisure trips (82 percent). By 2020, total expenditures are projected to be at \$151.5 billion, 19.3 percent higher than 2016.

LOCAL SPENDING IS UP

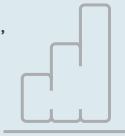
Mono County direct travel spending was up 8.5 percent over 2015, to \$662.4 million. The increases continue to drive growth in jobs and tax revenues. Between 2016 and 2020, the majority of all employment growth will occur in the leisure and hospitality sector, accounting for 63 percent of total wage and salary growth. The majority of this comes from Mammoth Lakes.

1. U.S. Travel Associations Travel Forecast Model 6/2/2017
Sources: California Travel & Tourism Outlook, Tourism Economics (Oxford Economics) April 2017; California Travel Impacts by County, 1992-2016P, Dean Runyon & Associates, May 2017

Importance of Air Service to Marketing Mix Analysis

AIR TRANSPORT CONTRIBUTES TO SUSTAINABLE DEVELOPMENT

By facilitating tourism and trade, it generates economic growth, provides jobs and increases revenues from taxes.



Investors currently considering development or expansion in Mammoth Lakes have stated that they would not consider investing in the area if Mammoth Lakes did not have air service.

THE DEMAND FOR AIR TRANSPORT HAS INCREASED STEADILY OVER THE YEARS

Passenger numbers have grown by 45% over the last decade and have more than doubled since the mid-1980s. Airline service plays a strategic role in expanding access to Mammoth Lakes and increasing the number of visitors.



75%

of visitors who flew to Mammoth Lakes said they would visit more often with increased flight access

AIR TRANSPORT PROVIDES SIGNIFICANT SOCIAL BENEFITS FOR AREA RESIDENTS

28%



of those flying to Mammoth Lakes are residents or their family and friends

- Air service provides increased accessibility for its residents and their friends and families, and also attracts professional talent.
- Air transport improves quality of life by broadening people's leisure and cultural experiences. It provides a wide choice of holiday destinations around the world and affordable means to visit distant friends and relatives.
- Air transport helps to improve living standards.

WITH HIGHER TRIP SPENDING, AIR VISITORS HAVE A STRONG ECONOMIC IMPACT ON THE MAMMOTH LAKES COMMUNITY



ECONOMIC IMPACT

\$17 MILLION

AIR VISITORS OUTSPEND DRIVE VISITORS BY

31%

TOTAL TRIP SPENDING

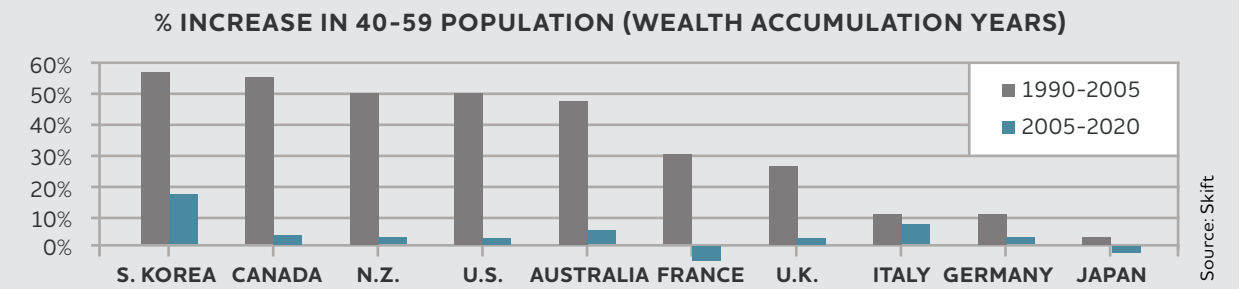
\$2,177 AIR VISITORS
\$1,657 DRIVE VISITORS

Sources: 2014-15 SMARI ROI; 2016 SMARI Air Survey

Trends Related to Tourism Marketing

Population of Those Traveling is Shifting

Major population shifts are occurring and negatively impacting the Wealth Accumulation Years (ages 40-59)



The 40-59 segment is very important to travel

37%
OF TOTAL POPULATION

42%
TOTAL HOUSEHOLD INCOME

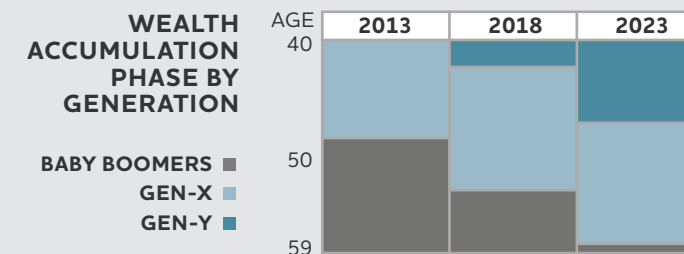
45%
DOMESTIC TRAVEL SPENDING

42%
FOREIGN TRAVEL SPENDING

Source: MRI

Soon, three generations will simultaneously occupy the Wealth Accumulation ages

WEALTH ACCUMULATION PHASE BY GENERATION



AS BOOMERS MOVE OUT, GEN-Y WILL MOVE IN

While Gen-Y may not currently have as much discretionary income as Gen-X and Boomers, they will become critical to the travel category in the next 5-10 years, necessitating an approach that connects multiple generations with very different demographics and psychographics.

MILLENNIAL TRAVEL SPENDING IS UP

20%

Well above the average U.S. household increase of 12%



MILLENNIALS PLANNING MORE OVERNIGHT LEISURE TRIPS IN THE NEXT 12 MONTHS:

24%

Source: Visit California Marketing Plan

INSIGHTS

Tapping into passions, interests and desired type of vacation is more important than demographics. Most of Mammoth Lakes Tourism's recent marketing efforts have expanded messages and content to showcase the abundance of year-round activities and address seasonal target audience variations.

Cultural & Travel Consumer Trends

In addition to economic trends, cultural trends also impact travel and tourism. The specific trends outlined below tend to overlap and, together, bode well for the Mammoth Lakes destination.

NATURE IS NURTURE

Communing with nature is not new, but increasing attention is being placed on the health benefits of nature. As nature is being viewed as an antidote to stressful living, travelers are increasingly turning to the great outdoors to rejuvenate and find space, silence and simplicity.



ADVENTURE TRAVEL + NEW BREED OF EXPLORERS

Adventure travel is on the rise, and expected to grow by 46 percent by 2020. For today's explorer, the great outdoors is no longer something to be tamed, but rather its own rich source of culture to be experienced.



MINDFUL OPTIMIZATION

Americans are known for having especially high anxiety levels, and for the first time in several years, stress levels have reportedly increased. This trend is causing Americans to seek purpose, serenity and mindfulness. There is a profound realization of the need to be in the moment. This trend is also redefining luxury as something precious, rare and most important, rather than something to be owned.



AUTHENTICITY

Authenticity continues to be a standout consumer value.¹ There is a desire to know the story behind products and services so they can be trusted, and visits to the local scene and concepts of real and imperfect are emphasized.

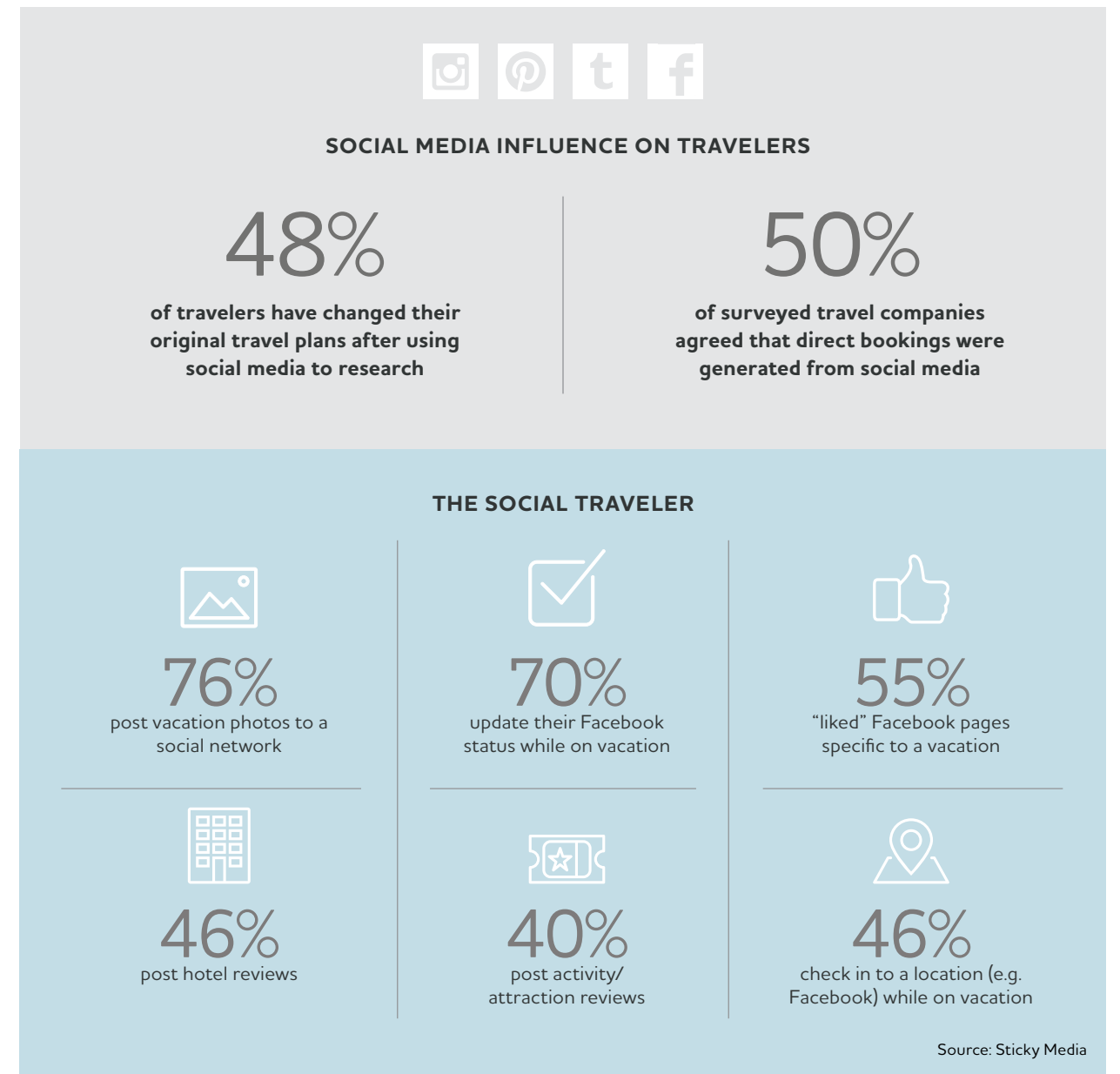


INSIGHTS

Mammoth Lakes offers visitors the ultimate outdoor destination. Brand themes uncovered in early research revealed Mammoth Lakes as an authentic destination, a natural playground, and a place that is unique and possesses pristine natural beauty. Drawing on cultural and travel trends and continuing to support the brand themes to position the destination in a highly relevant way shows how Mammoth Lakes is a place of active adventure as well as balance and serenity.

1. Source: Euromonitor 2017

Connecting in an Evolving Landscape: Rise of the Social Traveler

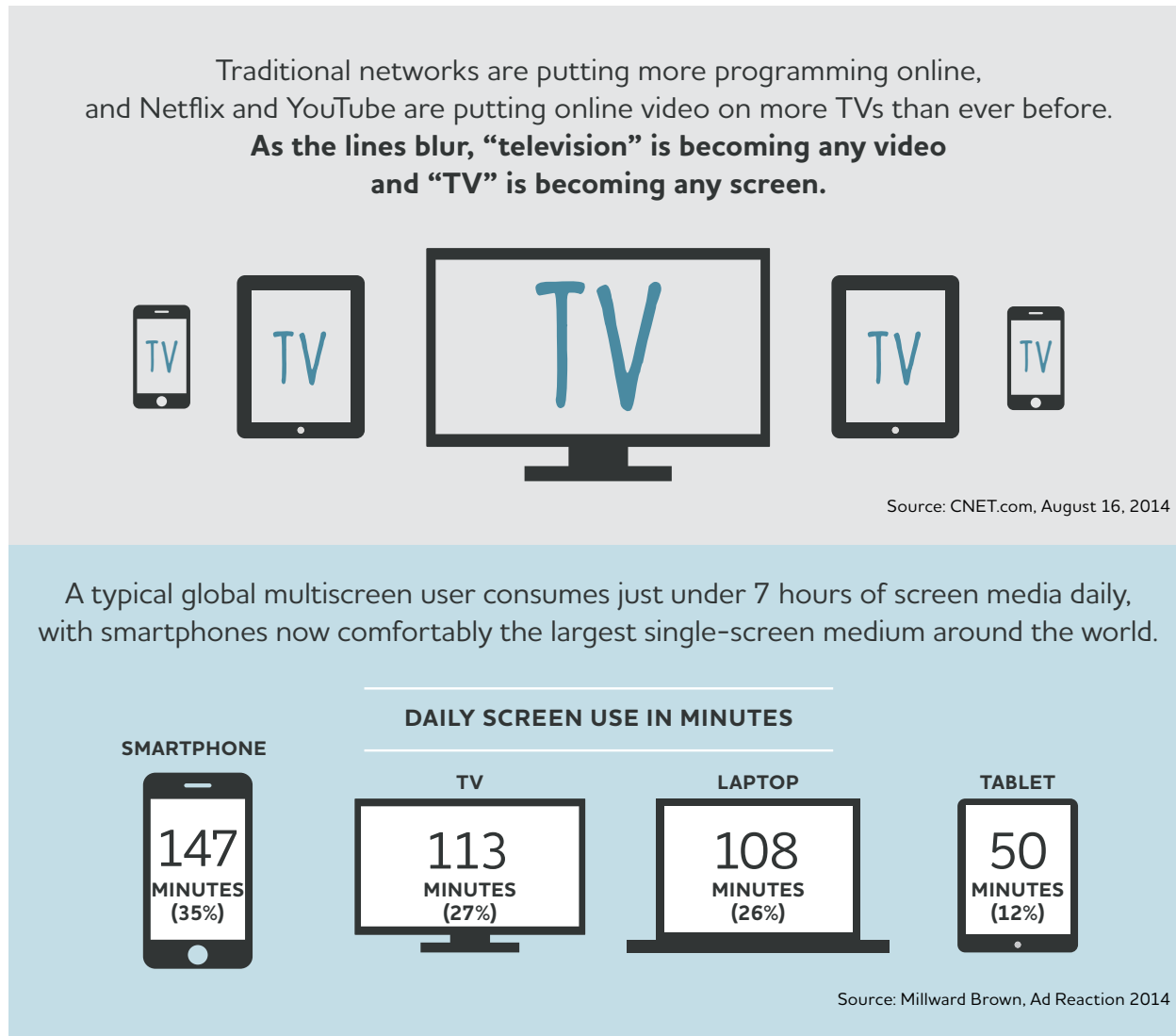


Source: Visit California Marketing Plan

INSIGHTS

As the travel planning landscape shifts to a heavily mobile process, social media platforms provide brands with invaluable access to consumers through their day-to-day interactions. Whether through peer sharing or brand messaging, social media is a key source of travel planning, and Mammoth Lakes Tourism capitalizes on this user behavior with targeted campaigns designed to inspire and drive action.

An Omniscreen Experience Tailored to Individual Preferences



INSIGHTS

Cross-device media buying is crucial in the digital space. Digital video consumption by device continues to change – desktop viewership declines across all partners while living room viewing shows significant increases.

- **Online TV:** +20%
- **Mobile/Tablet:** +2%
- **Desktop:** -23%

Two-thirds of the U.S. population now streams, eclipsing DVR usage rates. With the rise of streaming came subscription video on demand (SVOD), and over half the population in the U.S. now has a SVOD service.¹

¹ eMarketer Q2 2017 Digital Video Trends
Sources: 2014-15 SMARI ROI; 2016 SMARI Air Survey

SITUATIONAL ANALYSIS – INTERNAL

MLT PESTE Analysis

Political

	ADVANTAGES & OPPORTUNITIES	CHALLENGES
GLOBAL 	Mammoth Lakes Tourism has positive working relationships throughout the world <ul style="list-style-type: none"> • China • South Korea • Brazil • Continental Europe • Australia • India 	How the world sees the U.S. <ul style="list-style-type: none"> • Changing U.S. nationalism and travel and immigration policies, as well as a strong dollar, may impact tourism • Early 2017 international visitation to the U.S. shows a decline of 4.2% with 697K fewer visitors coming to the United States. This represents an economic loss of \$2.7 billion in spending in the U.S.
NATIONAL 	Strong partnerships and relationships <ul style="list-style-type: none"> • U.S. Travel, Brand USA, U.S. Congress, FAA 	Tourism assets under multiple jurisdictions <ul style="list-style-type: none"> • U.S. Forest Service, National Park Service, Bureau of Land Management, campgrounds run by independent contractors under federal contracts
STATE 	Strong partnerships and relationships <ul style="list-style-type: none"> • Visit California and CalTravel — MLT Directors serve on multiple committees, decision-making roles and leadership • Awareness among peers has grown exponentially over last 5 years 	Tourism assets under multiple jurisdictions <ul style="list-style-type: none"> • CA State Parks, Los Angeles DWP, Mammoth Lakes town
LOCAL 	Positive working relationships <ul style="list-style-type: none"> • Mono County, the Yosemite region and the Eastern Sierra • Mammoth Mountain majority business leaders; local government processes TOT and TBID funds 	Different entities impact Mammoth Lakes Tourism budget <ul style="list-style-type: none"> • Council recommending Measure A fund be designated • Support from community businesses needed to pass TBID • TOT funds at risk of being allocated to spending on areas other than tourism

OPPORTUNITY

National and California tourism are expected to continue growing, but at a slower rate. Positive working relationships and partnerships at all levels – from global to local – will be key to building the Mammoth Lakes destination. Continued success in growing tourism visitation and revenue will show the value of investing in marketing.

Economic

ADVANTAGES & OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> • Mammoth Lakes Tourism funding secured by TBID until 2018, and renewal in 2018 is set to secure until 2028. • Record-breaking town budgets as a result of increased TOT • Beginning to realize goal of 10-month economic viability of over \$1 million in TOT per month <ul style="list-style-type: none"> - Started at 6 months viability, now at 9 months - Seasons becoming more balanced through marketing • Targeted markets are growing <ul style="list-style-type: none"> - Southern California continues to show growth potential - Growth in new regional markets is trending up - In spite of political change, international visitation has grown and is projected to continue growth for the state 	<ul style="list-style-type: none"> • Increased funding behind marketing efforts is producing results, but threats to budget and other funding pressures could stifle momentum <ul style="list-style-type: none"> - Mammoth Lakes Tourism is responsible for airline strategy and subsidy • Operating and permitting for new business in the area is cumbersome due to the multiple-agency ownership <ul style="list-style-type: none"> - Processes can deter incoming business entities and reduce economic stimulation

OPPORTUNITY

There is one industry in Mammoth Lakes – tourism. Tourism directly employs 68% of the Mammoth Lakes workforce.¹ Additionally, 73% of the town’s general fund comes from sales tax and transient occupancy tax (TOT), and 95% of these tax revenues are generated by visitors to the destination.² The TBID, which began collection in 2013, secures funding for Mammoth Lakes Tourism specifically for destination marketing, and adds no new overhead to the organization, which drives economic benefit and a proven positive return on investment for the destination.

Social

ADVANTAGES & OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> • Mammoth Lakes originated – and has grown – based on the tourism industry alone • Professional and educational growth is limited in the area <ul style="list-style-type: none"> - Limits business leaders’ awareness of current business best practices - Limited qualified workforce 	<ul style="list-style-type: none"> • Residents are supportive of Mammoth Lakes Tourism; however, efforts are continuously misunderstood • Shared economy such as Airbnb, VRBO, Home Away and others have greatly reduced local workforce housing options, causing crisis in recent years

OPPORTUNITY

Mammoth Lakes Tourism can continue to play a key leadership role in educating residents and businesses about the value of the investment in tourism marketing for the region through local PR, events and outreach such as the TBID collateral piece produced in 2016.

1. Source: Strategic Marketing Group 2. Source: Dean Runyan Associates

Technology

ADVANTAGES & OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> • Digital 395 was completed and has significantly improved connectivity for locals and guests • Shared business space opened in 2017 to attract professional workforce and increase economic development • Largest snowmaking operation in the Sierras • Proposals for a multi-use facility with Olympic-size hockey rink and event center have been approved • New airport terminal approved 	<ul style="list-style-type: none"> • Connectivity is still lacking relative to attracting economic development to the area <ul style="list-style-type: none"> - Several businesses still have basic internet - Many businesses do not have a strong web presence - Attracting new businesses is a challenge without the developed infrastructure

OPPORTUNITY

Tourism plays a significant role in the development of the region. As tourism grows, continued improvements must be made to meet the needs of travelers and raise the level of amenities available to both travelers and residents.

Environment

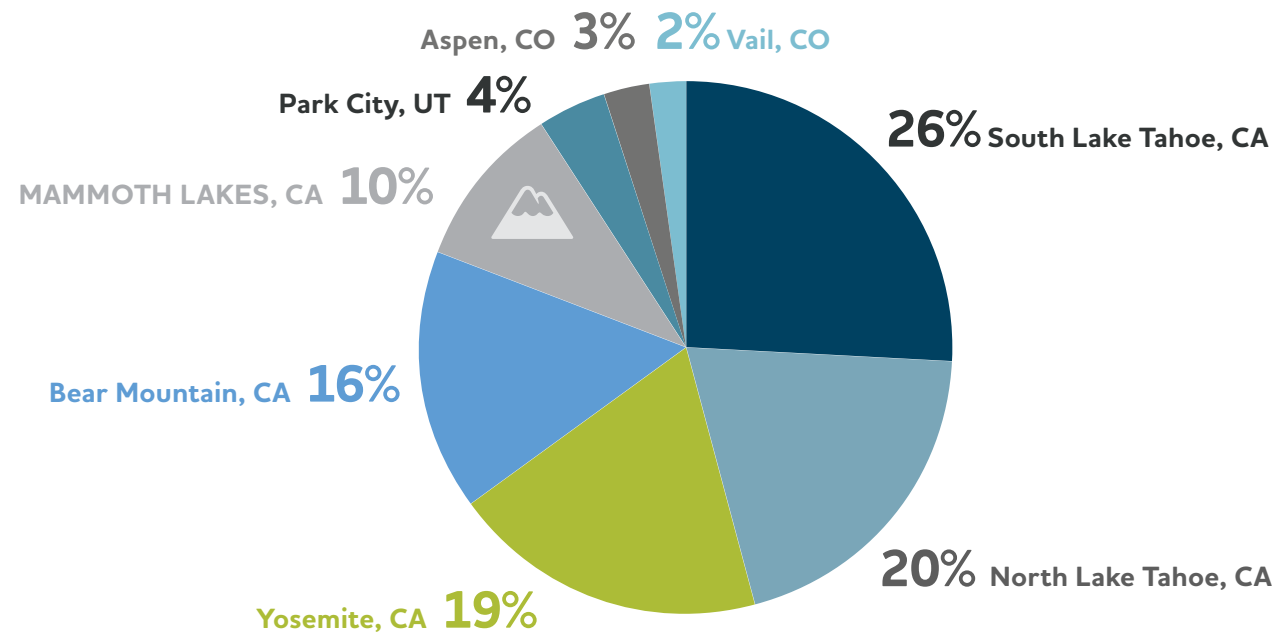
ADVANTAGES & OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> • Mammoth Lakes is surrounded by 2 million acres of public land, which is the primary tourist attraction • The success of tourism, particularly in winter, relies heavily on snowfall, but that is evolving as summer tourism numbers are on the rise 	<ul style="list-style-type: none"> • Many factors threaten access to public lands <ul style="list-style-type: none"> - Changes in legislation, lawsuits, reduction in budgets for public lands, government closures, efforts by special interest groups • Although summer and shoulder seasons are beginning to support more of the economic growth, these seasons may also be vulnerable to issues <ul style="list-style-type: none"> - Wildfires, lack of water in lakes and streams • Mammoth Lakes’ extreme mountain environment threatens consistency in air service <ul style="list-style-type: none"> - Flights are often canceled or delayed due to wind and weather

OPPORTUNITY

Budgets have increased and marketing efforts now support promotion of Mammoth Lakes as a year-round destination. Awareness of the destination is increasing, and monthly revenue is increasing toward the goal of \$1 million per month for 10 months of the year.

Competition

Our visitors have indicated that our competitors are primarily mountain and ski destinations. The following graph shows market share.



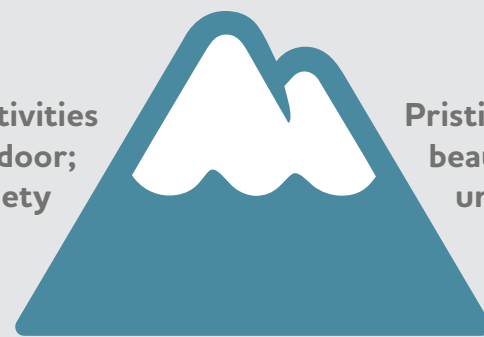
Source: SMARI Visitor Profile Research, May 2016

MAMMOTH LAKES' NICHE

Research among visitors and local residents revealed how Mammoth Lakes sets itself apart from its competitors.

Year-round destination

Abundance of activities right outside your door; unique in variety



Pristine natural beauty, serenity; unique environment

An authentic, rugged destination; unpretentious, small-town feel

Source: Mammoth Lakes Exploratory Brand Research, August 2013

Standing Out From the Competition — Mammoth Lakes Tourism Brand

Mammoth Lakes offers visitors the ultimate outdoor destination: a place of active adventure and balance as well as serenity. Brand themes show Mammoth Lakes to be an **authentic destination**, a **natural playground**, a place that is **unique** and that possesses **pristine natural beauty**.

Primary research (SMARI 2016) shows the idea of **exploring and adventure, enhancing one's perspective through unique experiences** and **enriching one's understanding of the world** are strong motivators for visiting Mammoth Lakes.

Respondents to the tracking survey claim that the Mammoth Lakes experience performs well on measures such as "gives me time out to think and regain control of my life, allows me to feel organized, provides me a sense of exhilaration, allows me to feel special and spoil myself, and allows me to enjoy special moments with loved ones." Furthermore, the feeling/benefit of **awe**, inherent in our brand and articulated in the creative strategy as an emotional benefit, has a direct correlation to this and the other trends mentioned earlier.

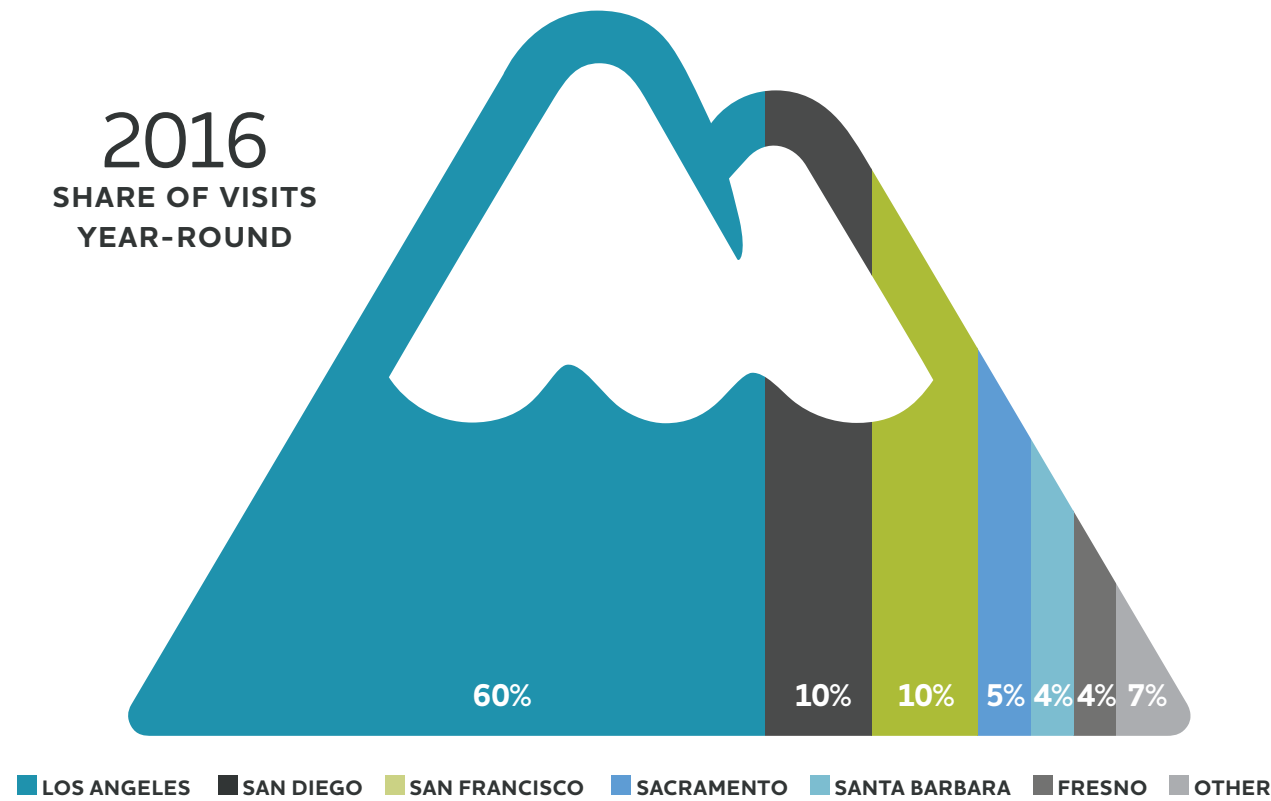
Moving forward, Mammoth Lakes is well-positioned to provide just the experiences today's travelers desire. Messaging and media tactics will continue to leverage these trends.

Drawing on cultural and travel trends, as well as the findings from the Mammoth Lakes tracking surveys, we have refined the benefits (creative strategy) to take advantage of two emotional themes that support the brand duality and appeal to both active and passive visitor audiences.

PASSIVE	ACTIVE
<h3>AWE</h3> <p>The feeling of being in the presence of something vast, larger than oneself, sublime; reverence mixed with wonder</p>	<h3>EXHILARATION</h3> <p>The quality of feeling overwhelming happiness; elated; enlivened & full of energy</p>

Mammoth Lakes Visitors

The majority of Mammoth Lakes visitors come from the Los Angeles market area.



	WINTER	SUMMER	FALL
Average nights	3.1	3.3	2.6
Party size	4.4	4	3.9
Spending per day	\$481	\$287	\$409
Total trip spending	\$1,492	\$905	\$1,065

Source: SMARI Visitor Profile Research, May 2016

Mammoth Lakes Visitor Trip Planning & Motivation

Based on the August 2016 tracking research, which examined measures related to trip planning and motivation, visitors planned a vacation with a certain type of vacation in mind and with a desired experience in mind. The research also revealed how the advertising impacted visitors' views of Mammoth Lakes.

37% of visitors plan a trip to Mammoth Lakes with certain activities in mind

- Top 3 mentions when asked what activities drove their Mammoth Lakes trip planning:
- **Skiing (41%)**
 - **Snowboarding (38%)**
 - **Unique geological formations (34%)**

30% of visitors plan their trip with Mammoth Lakes in mind

When asked why they had Mammoth Lakes in mind when planning the trip, it was the destination's year-round outdoor experiences all in one place that was most commonly cited.

The top 3 mentions when asked what is most appealing about Mammoth Lakes were:

- **Authentic mountain experience**
- **A good place to indulge in a passion for the great outdoors**
- **Awesome natural beauty**



Mammoth Lakes visitors have a "certain type of vacation" in mind.

ENHANCING PERSPECTIVE

- Provides me with unique/interesting experience
- Broadens my knowledge & enriches my understanding of the world

NOVELTY + EXCITEMENT

- Gives me a sense of exhilaration
- Challenges me to try something new

PRESTIGE + LUXURY

- Provides me with enviable experiences
- Allows me to feel special & spoil myself

RELATIONSHIPS

- Allows me to enjoy special moments with loved ones
- Allows me to strengthen relationships with those close to me

This same group of travelers cite that Mammoth Lakes outperforms on their desired experience in the following categories:

IMMERSION

- Allows me to immerse myself in local life & culture
- Helps me to meet new people & create memories

NOVELTY + EXCITEMENT

- Gives me a sense of exhilaration
- Challenges me to try something new

PRESTIGE + LUXURY

- Gives me time out to think & regain control of my life
- Allows me to feel organized

Finally, the same measures were used to better understand how Mammoth Lakes Tourism's ad campaign impacted travelers' views of Mammoth Lakes (not just past visitors).

LIBERATION

- Helps me live life to the fullest
- Allows me to let go & feel completely carefree

NOVELTY + EXCITEMENT

- Gives me a sense of exhilaration
- Challenges me to try something new

ENHANCING PERSPECTIVE

- Provides me with unique/interesting experiences
- Broadens my knowledge & enriches my understanding of the world

RELATIONSHIPS

- Allows me to enjoy special moments with loved ones
- Allows me to strengthen relationships with those close to me

Source: SMARI 2016-17 Awareness and ROI Survey, October 2017



BUSINESS OVERVIEW

STRATEGIC PRIORITIES

The strategies outlined below will guide marketing activities for Paid, Owned and Earned efforts.

In addition to supporting brand messaging, Owned channels and socially driven content connects with Influencers, who will share with their respective audiences and extend the reach of the marketing program. Owned and Earned channels will also engage audiences not specifically targeted by Paid programs. Together, all will support Mammoth Lakes Tourism brand messaging and also support urgent communications needs.

How Will Mammoth Lakes Tourism Source Its Growth?

REFINE BRAND POSITIONING & CREATIVE STRATEGY	EXPAND & PRIORITIZE TARGETS BY SEASON	ADDRESS SEASONAL OPPORTUNITIES FOR GROWTH						
<p>The brand platform and creative strategy leverage the emotional benefits that result from moments of awe and exhilaration. They also elevate the benefit beyond scenic beauty and “lots to see and do,” as well as support the appeal that can be found in both passive and active moments.</p>	<p>The target segments were identified to leverage the propensity of different travelers to visit Mammoth Lakes based on seasons, activities and vacation motivations – the type of experience they desire.</p>	<p>The seasonal strategy has been proven to produce strong results. Investment will be allocated to:</p> <table border="0"> <tr> <td>Summer</td> <td>41%</td> </tr> <tr> <td>Winter</td> <td>33%</td> </tr> <tr> <td>Fall</td> <td>26%</td> </tr> </table>	Summer	41%	Winter	33%	Fall	26%
Summer	41%							
Winter	33%							
Fall	26%							
CONTINUE TO BUILD VISITATION FROM KEY FEEDER MARKETS	DRIVE MIDWEEK VISITATION, PARTICULARLY IN WINTER	HOLISTIC PLAN FOR CONTENT DISTRIBUTION						
<p>Investment in key opportunity markets – Los Angeles, San Diego and San Francisco – has boosted the percent of visits, and there continues to be opportunity to grow with more visitors as we promote across seasons.</p>	<p>Occupancy data shows Monday through Thursday occupancy in July, August, September and October is up year over year. Specific messages will target midweek, and we will leverage airline partnerships/ midweek flights.</p>	<ul style="list-style-type: none"> • Use an integrated framework for content distribution. • Use video distribution to support 360° video and experiential aspects. 						

Brand Platform

The brand platform leverages emotional benefits that result from moments of awe and exhilaration.

Mammoth Lakes owns



DEFINITION	<p>MOTHER NATURE: Nature personified as a creative and controlling force.</p> <p>ADVENTURELAND/PLAYGROUND: A place or region particularly popular for recreation or holiday; a sphere of activity.</p>
POINT OF DIFFERENCE	Abundance of year-round activities right outside your door.
EMOTIONAL BENEFIT	A place where (no matter what you do and see) there's an extraordinary sense of awe and feelings of exhilaration.
RATIONAL BENEFIT	An authentic playground for today's outdoor adventures.
REASONS TO BELIEVE	Otherworldly natural landscape; unchanged and raw; remote; great year-round climate; town situated in the middle of a national forest.
PERSONALITY	Dual in nature... humble yet confident, invigorating yet serene, charged yet laid-back, rugged yet modern, approachable yet challenging.

Target Personas

The target personas (segments) were identified through research to leverage the propensity of different travelers to visit Mammoth Lakes based on **seasons, activities** (fishing, rock climbing, snowboarding, etc.) and **vacation motivations** – the type of experience they desire in a vacation (enhancing perspective, relationships, novelty and excitement, etc.).

SUMMER	FALL	WINTER
OUTDOOR ACTIVE WITH KIDS	OUTDOOR ACTIVE WITHOUT KIDS	SNOWSPORTER WITH KIDS, SNOWSPORTER WITHOUT KIDS, SNOWBOARDER
Ages 25-54, Household Income \$100K+	Ages 35-64, Household Income \$100K+	Ages 25-54, Household Income \$125K+



Source: MRI 2015 Doublebase



OUTDOOR ACTIVE WITH KIDS

“On our trips together we laugh more than we do at home – not just because we are out of our busy lives, but because we are sharing experiences and bonding.”

WHAT MATTERS?

“My family is everything.”

- Outdoor Actives with Kids value their heritage and stay connected through strong bonds with grandparents and other relatives.

“I work hard and play hard, too.”

- They lead busy lives and value hard work, but between jobs and families, often feel they can’t get it all done.
- They strive to keep work-life balance and value free time to have fun and reconnect.

“I want to connect and share.”

- Social media helps keep them up-to-date and share family fun with others.
- They are on their mobile devices for hours and use them as a source of entertainment.

WHAT MOTIVATES?

“I love bringing the family together.”

- Outdoor Actives with Kids are busy on vacation – having fun together, creating unique experiences and bonding through lifelong memories.

“I seek authentic adventures.”

- They feel that a vacation is for doing, playing, seeing and learning. They want their children to experience the wonderful outdoors, get out and explore new things. Their best vacations have a lot of physical activity.

“I grew up loving the outdoors and I want to give that to my children.”

- They don’t want their kids to grow up never having caught a fish, gathered pine cones, swam in a lake, hiked a mountain trail, caught a lizard or watched the stars at night.



OUTDOOR ACTIVE WITHOUT KIDS

“I really enjoy getting outdoors in the fall and enjoying that beautiful display of colors that Mother Nature puts on for us.”

“My best day: taking a long hike with my friends, then enjoying an outdoor concert and a beer at night.”

WHAT MATTERS?

“I get the most out of life.”

- Outdoor Actives without Kids have one motto for life – to have as much fun as possible. They have now “made it” and now is the time to really live.

“I am seriously environmentally conscious.”

- They are strongly invested in protecting the environment and seek out companies that have strong environmental records.

“I let friends know about my experiences.”

- They love to post experiences, show friends where they have been and inform them of their latest discovery.

WHAT MOTIVATES?

“I seek unique experiences and like to try new things.”

- Outdoor Actives without Kids like to learn about new things and live life full of variety and discovery. They make return trips to favorite destinations and try new experiences, so outdoor adventure serves as the perfect backdrop.

“I’m the one that brings friends together.”

- They see friends and family as the key to fun. They love playing “host,” planning and engaging travel buddies (including pampered pets) and ushering activities along the way.

“Traveling makes me happier.”

- They believe that taking trips and spending time with friends outside of their daily routine makes them happier in all areas of life. They like to ensure a healthy work/life balance.



SNOWSPORTER WITH KIDS

“Last season, one of my sons asked me why I smile when I ski.
It’s easy: I smile because skiing gives me joy.”

“Riding the lifts with our children gives us an insight into their worlds and their minds.”

“Skiing takes us away from our responsibilities and, even better, from our cell phones.
It’s the perfect six-hour escape.”

WHAT MATTERS?

“I stay involved with the community.”

- Snowsporters with Kids feel that volunteering is an important way to give back and stay connected.

“I work hard to give my children the best I can.”

- They are willing to pay a little more for healthier foods and items that will improve their lives. They enjoy the finer things in life at home and when traveling.

“I want to share.”

- Social media helps them share their thoughts, as their opinion is highly regarded by many.

WHAT MOTIVATES?

“I love to give my family an active, healthy outdoor adventure.”

- Snowsporters with Kids push their families to be active – which is a perfect way to keep a family healthy, happy and together.

“I seek time away to disconnect.”

- They seek time away from work, community projects and children’s busy school schedules. Even though they enjoy an active vacation, it is relaxing and allows them to reconnect as a family.

“I am building my children’s confidence and memories.”

- They grew up skiing with family and want to give their children that same experience – the challenge and the fun. They have fond memories of winter trips and value this tradition.



SNOWSPORTER WITHOUT KIDS

“A day of snowmobiling and skiing with friends – the fresh air, activity and the beauty of the mountains all make me feel so alive.”

WHAT MATTERS?

“I like engaging with friends.”

- Snowsporters without Kids value friendships and prioritize their time to entertain with those friends. They enjoy impressing them with their latest adventures.

“I am environmentally conscious.”

- They are invested in protecting the environment and have a soft spot for animals.

“I let my friends know about my experiences.”

- They love to share experiences and accomplishments with friends, informing them of their latest discovery and sharing healthy lifestyle and fitness knowledge with others.

WHAT MOTIVATES?

“I live a healthy lifestyle and get excitement from a challenge.”

- Physical activity and fitness is key to Snowsporters without Kids. They enjoy winter sports and risk-taking is exciting to them. Outdoor adventure serves as the perfect backdrop.

“I seek authentic adventure.”

- In addition to snow sport adventure, they seek other types of experiences and discoveries, such as new beer, wine, music or a new hobby or accomplishment.

“I’m the one that brings friends together.”

- They see entertaining as the key to fun. They love playing “host” to a spouse or group of friends.



SNOWBOARDER

“Challenge yourself, try new things and share incredible experiences with your friends.”

WHAT MATTERS?

“My friends are everything to me.”

- Snowboarders consider friends to be the most important thing in life and enjoy being the center of attention in a crowd.

“I know where to find the best deals.”

- They are constantly seeking out the best deals and often have the inside scoop on where to find them through friends and social media.

“I am totally connected.”

- They rely on their devices, especially mobile, for hours and hours of entertainment. They are always socially connected, accessible and love to keep up-to-date on anything and everything.

WHAT MOTIVATES?

“I seek out adventure that tests my limits.”

- Snowboarders are likely to think that the best vacation is a physical experience that tests their limits. They are big risk-takers. At the same time, they like to hang out, hit the bar/pub or see a concert with friends.

“I’m into finding the latest and greatest.”

- They are into finding the next popular craft beer, gear or tech device to make their travel a premium experience. They love to pass these finds onto their friends.



EXTREME ENTHUSIAST

“Adrenaline makes me feel alive.”

“I just finished a climb. I pushed myself to redefine my limit and the view from the top was incredible.”

“What’s stopping you? Get out there and do it.”

WHAT MATTERS?

“I like to stay involved and engaged.”

- Extreme Enthusiasts enjoy pushing limits when it comes to outdoor adventure, and also recognize the importance of preserving the magnificence of our mountains, lakes and forests.

“I thrive on the adrenaline rush.”

- Risk-taking is important to them, and the exhilaration of trying something new makes them feel their best.

“I want to share my experiences.”

- They live an extreme lifestyle that impresses others. They enjoy sharing their healthy and active lifestyle knowledge as well as their latest accomplishments.

WHAT MOTIVATES?

“I seek out adventure and new challenges.”

- Whether it is summer or winter, Extreme Enthusiasts want a vacation that involves an opportunity to test limits, try new physical activities and be one with the environment.

“I want variety in my life.”

- They thrive on having variety and creating unique experiences. Whether it is rafting, backpacking, a new beer, cultural experience or tech device, they delight in the “new.”

THE NEW CONSUMER DECISION JOURNEY



Source: Kantar/Millward Brown, 2016

Unlike the traditional, linear funnel, today's consumer decision-making journey is more like a cycle, as shown above. And, consumers will jump around... taking shortcuts at their own discretion.

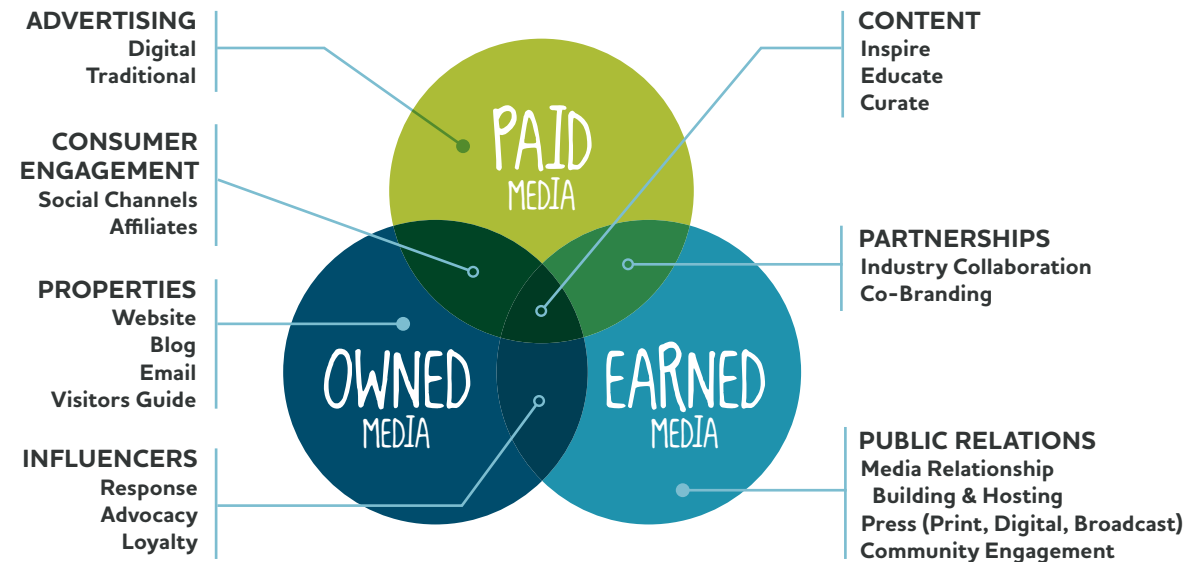
In order to ensure a consistent, seamless brand presence throughout the consumer journey, the Mammoth Lakes marketing program utilizes a combination of Paid, Owned and Earned media channels, as well as International efforts and Industry Partners. A summary of those approaches are found on the next pages.

TACTICAL OVERVIEW

2017-2018 CAMPAIGN OVERVIEW

Mammoth Lakes Tourism’s Marketing Plan is intended to create brand distinction, grow consumer engagement and partnerships, and support market development.

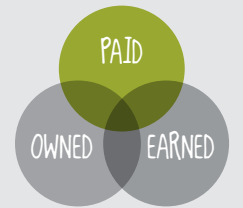
Key Objectives and Strategies



PAID	OWNED	EARNED
<ul style="list-style-type: none"> Continue to increase top-of-mind awareness of Mammoth Lakes brand in key markets and among the target segments most likely to desire the destination experience Continue to shift perception as more than a winter destination Continue to maintain/drive ROI 	<ul style="list-style-type: none"> Continue to promote and extend Mammoth Lakes brand experience, engage audiences and assist in trip planning Target audience segments and events not specifically covered by Paid channels 	<ul style="list-style-type: none"> Promote brand experience, with an emphasis on the Extreme Enthusiast persona Continue to shift perception as more than a winter destination Address immediate tactical communication needs
PARTNERSHIPS		
Industry <ul style="list-style-type: none"> Continue community advocacy efforts Continue to support local partners and programming Participate in four consumer trade shows to promote brand awareness and engagement 	International <ul style="list-style-type: none"> Continue to partner with Brand USA and Visit California on cooperative advertising and Earned media opportunities that promote Mammoth Lakes Tourism on an international scale 	

PAID MEDIA

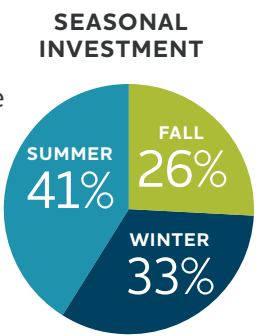
Both campaign analytics and annual tracking studies have indicated that the Paid program is efficient and productive in support of our business objectives and strategies. Thus, the 2017-18 fiscal year has been structured to continue building on prior successes.



Seasonality

In 2016, a third season (fall) was added into the plan. The fall effort made an immediate and positive impact on September and October visitation. To build on that, the 2017-18 fall effort will be extended through the month of September to try and further stimulate October visitation.

Based on the strong ROI in FY 2015-16, Paid efforts will continue a similar seasonal investment strategy, as shown at right.



Campaign Media Mix

The following mix of Paid media channels will be utilized. Industry research shows that branded content is two times more memorable than display ads, so the plan is to increase utilization of video and native content to align with these new media consumption trends.

MEDIA	GEOGRAPHY	PARTNERS OR SOCIAL CHANNELS
VIDEO	California & Nevada	hulu, BrightRoll, CBS, YouTube, NATIVO
NATIVE/RICH MEDIA/DISPLAY	California & Nevada; Limited National placements within will be U.S. only	Outside, lonely planet, THRILLIST, NATIVO
SEARCH	California & Nevada	SEM, GDN
SOCIAL	California & Nevada	facebook, Instagram, Snapchat
OUT-OF-HOME	Los Angeles; San Francisco, CA	billups
RADIO	San Francisco/Bay Area listenership	iHeartRADIO
AFFILIATES	National – Influencer’s audience; CA & NV-focused for publisher amplification of influencer-generated content	InsideOut media, iExplore, TRAVEL MINDSET

Creative Approach

As our research shows, the Mammoth Lakes campaign has grown stronger at influencing travel behaviors, particularly by generating the desire to visit Mammoth Lakes. Again, building on the success of the program, the creative strategy was further refined using insights found in the Mammoth Lakes primary research relative to **Awe** and **Exhilaration**.



Fall

There is now a science associated with the feeling of ‘awe’ – and the benefits include feelings of restoration and renewal, enhanced perspective and joy. These emotions are inherently in alignment with the more passive fall experience of Mammoth Lakes. Thus, the fall seasonal effort was developed as **‘The Season of Awe.’**



Winter & Summer

Winter and summer efforts will focus on the refined strategy that combines the emotions of Awe and Exhilaration in a way that only Mammoth Lakes can. Together, they convey the powerful duality of both wonder and elation through a myriad of experiences that include both passive and active activities. Perhaps the best example of this combination can be found in the new **360° video, ‘360 Degrees of Adventure.’**

Creative Assets for content marketing include the following:

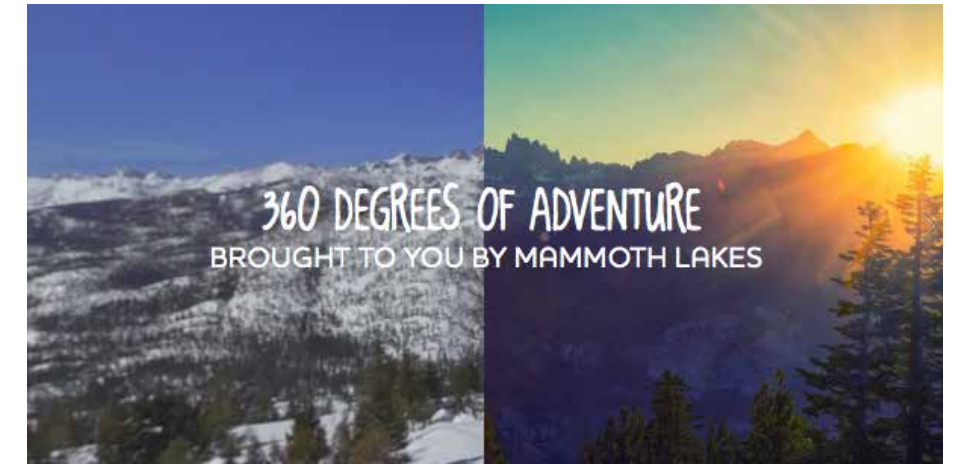
REFRESHED BRAND VIDEO		360° VIDEO
“Adventure Knows No Season”		“360 Degrees of Adventure”
“TRUE STORIES OF THE TRULY INCREDIBLE” SERIES		
“Mountain Healing” (Winter)	“Racing The Sun” (Winter)	“Monster Trout” (Summer/Fall)

Content

360° Video

Storytelling for Mammoth Lakes is taken to a new level with this unique and highly engaging piece of hero content. The story follows a pair of modern adventure travelers from season to season and activity to activity using a 360° interactive perspective.

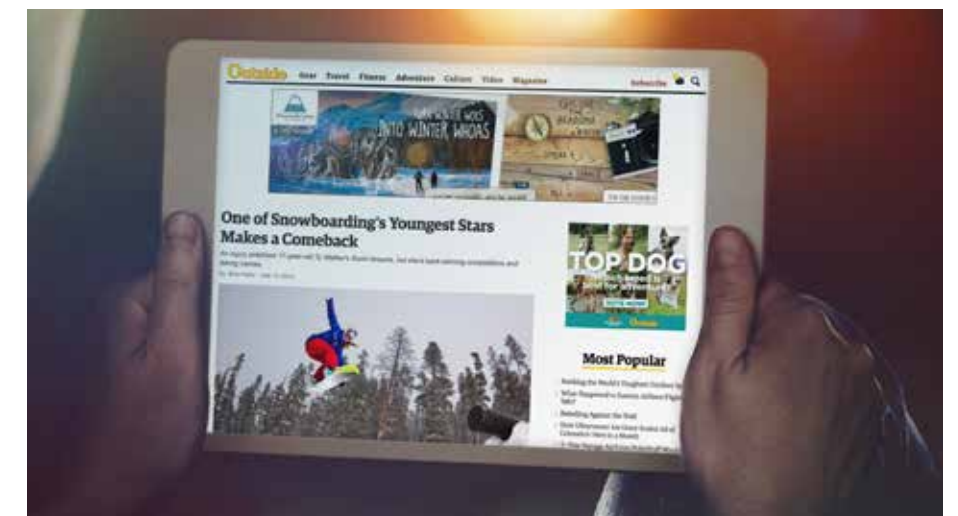
Ultimately edited into three distinct pieces (winter-only, summer-only and all seasons), these assets will be utilized across Paid, Owned and Earned media channels, as well as at trade shows and other applications.



Native

Native content marketing is a marketing technique of creating and distributing valuable, relevant, and consistent content to attract and acquire a clearly defined audience – with the objective of driving engagement and building affinity with the brand through education.

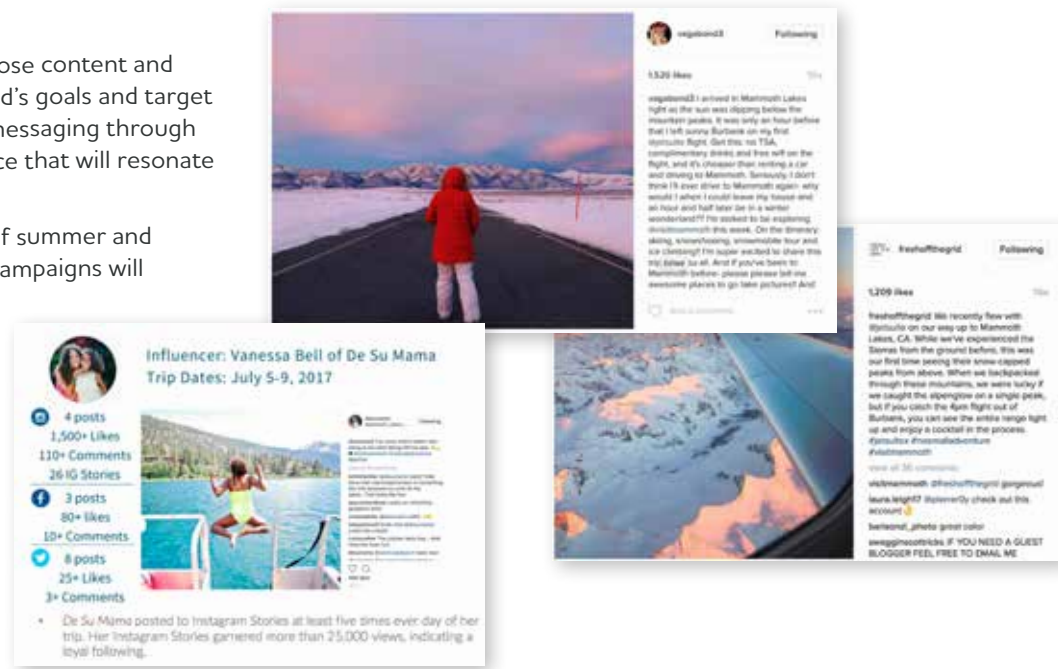
Due to the consumer response to Native advertising, Mammoth Lakes will also be increasing its utilization of the medium, which allows the deeper Mammoth Lakes story to be told.



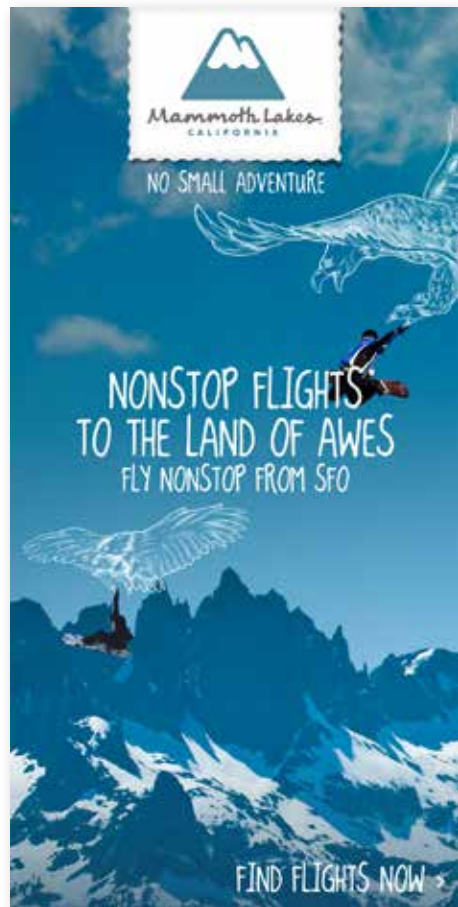
Affiliates

Partner with affiliates whose content and audience aligns with brand's goals and target communicating brand's messaging through an authentic credible voice that will resonate with audiences.

During the key seasons of summer and winter, social Influencer campaigns will continue to be a part of the program, helping to generate fresh, unique content as well as amplifying the Mammoth Lakes brand messaging.



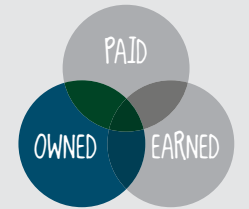
Air Service



OWNED MEDIA

Brand Experience & Fulfillment

Content Matters: In today's marketing landscape, the content housed on our Owned channels is critically important to the overall success of our program.



The Paid and Earned media channels serve as catalysts, driving consumers to the MLT-owned channels where they'll find content that's both authentic and relevant. The Mammoth Lakes website itself is designed to bring the brand experience to life in a meaningful way, using impactful visuals and informative, user-friendly content.



Social Channels

Multiple strategies are deployed through social channels. Paid promotion is used to inspire consumer engagement with the brand. Blog distribution facilitates web conversation and event promotion. And, social channels allow us to engage with loyal Mammoth Lakes visitors.

Blog & Video Content

Blog and video content is showcased throughout the website, and reach is enhanced by including distribution through newsletters to engage visitors and pull them into the website. The content is also posted on social channels (as noted above) to encourage further engagement with the Mammoth Lakes brand and website.

Visitors Guide

The official Mammoth Lakes Visitor Guide is the end product for visitors. It is primarily distributed in town for visitors.

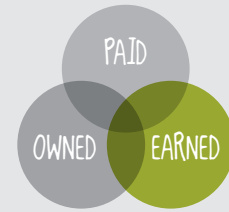
Other Printed Materials

- Event and trip planner
- Event promotion posters
- Town maps

EARNED MEDIA

Public Relations

The PR/Communications program has a strong track record for generating Earned media and extending the reach of the Paid advertising.



The PR program is designed to raise awareness of what's new in the region through a number of ongoing tactics, including:

- What's New press releases
- In-market media desk-side visits
- Familiarization tours with members of the media
- Engagement with travel writers, including but not limited to:
 - Society of American Travel Writers
 - Bay Area Travel Writers
 - Outdoor Writers Association of California

FOX26
FREESKIER
Los Angeles Times
Sunset
The New York Times
Westways



Efforts to generate Earned media and extend the Paid reach include organic amplification of (Paid) Influencers, coordination and amplification of stories generated by Travel Influencers, and the promotion of **InstaMeets**.

InstaMeets

InstaMeets are an opportunity for Mammoth Lakes enthusiasts to connect and revel in the awe-inspiring beauty of the region, taking photos and videos together for use on Instagram and other social channels. Mammoth Lakes Tourism has an ongoing calendar of InstaMeets throughout the destination.



The Crib (Elite Athletes)

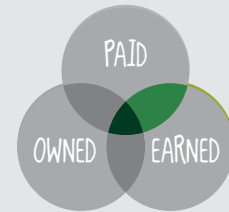
The Crib is a successful strategy for highlighting Mammoth Lakes' leadership position as a destination serving elite athletes doing high-altitude training. Through amplification of this program, other endurance athletes (runners, cyclists and triathletes) can be inspired to visit Mammoth Lakes for their own training.



INDUSTRY PARTNERSHIPS

Industry Partnerships

Comprised of our industry and community partnerships, cooperative promotions, and advocacy.

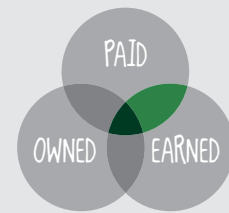


Through diligent collaboration and planning with these partnerships, Mammoth Lakes Tourism extends budget and reach in the regional, national and global travel marketplace. Collectively, these relationships contribute to the increase in brand awareness and travel volume to the Mammoth Lakes region.

PROMOTION PARTNERS	IN-DESTINATION PARTNERS	INDUSTRY TRAINING & ADVOCACY PARTNERS
<ul style="list-style-type: none"> • Brand USA • Visit California • California Welcome Centers • Yosemite Gateway Partners • Mono County Tourism • Bishop Area Chamber of Commerce and Visitors Bureau 	<ul style="list-style-type: none"> • Town of Mammoth Lakes • Mammoth Lakes Chamber of Commerce • Mammoth Lodging Association • Mammoth Mountain Ski Area • Mammoth Lakes Trail System • Mammoth Lakes Recreation • Mono County Tourism 	<ul style="list-style-type: none"> • U.S. Travel • CalTravel • Visit California

International Partnerships

A key benefit of promoting and encouraging international travel to Mammoth Lakes is that international travelers often visit during off-peak seasons when occupancy is lower.



Key strategies used to drive international visitors to the destination include, but are not limited to, use of international promotions (which help to offset fluctuations in the economy), international travel trends (which have taken a step back), and promotional relationships with online travel agents, wholesalers & airline partners.

MEASUREMENT

Research Plan Benchmarks

- Transient occupancy tax (TOT) revenue per month (10 months of viability at \$1 million per month)
- Campaign ROI
- Destination awareness, message communication and destination consideration
- Change in perception of Mammoth Lakes from a seasonal/winter destination to a year-round destination
- Midweek visitation
- Air traffic
- Visa Vue International Expenditure

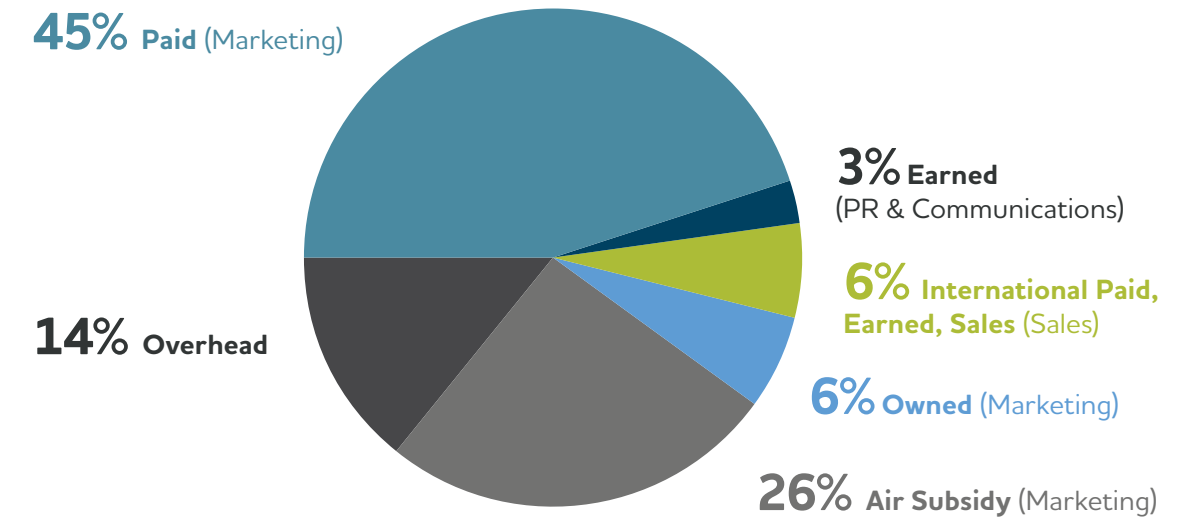
Metrics derived from research results will be conducted on the following schedule:

RESEARCH PROJECT	DATA COLLECTION
FY 16/17 Ad Effectiveness/ROI Research	August 2017
Website ROI Research	Throughout fiscal year
Fall (Ad Effectiveness Research)	October 2017
Winter (Ad Effectiveness Research)	February 2018
Visitor Volume (every two years)	March 2018
Visitor Profile (every two years)	March 2018
Air Service Quantitative Study (every two years)	March 2018



FINANCIALS

FISCAL YEAR 2017-18 MARKETING BUDGET



Paid (Marketing)	\$4,028,186.52
Earned (PR & Communications)	\$271,400.00
International Paid, Earned, Sales (Sales)	\$573,550.00
Owned (Marketing)	\$526,000.56
Air Subsidy (Marketing)	\$2,275,000.00
Overhead	\$1,218,754.00
TOTAL	\$8,892,891.08



Mammoth Lakes[™]
CALIFORNIA



Mammoth Lakes Tourism Special Events Program

Below is a compilation of the questions our task force asked, and answered, with regards to the special events program and staffing. Thanks to everyone who participated in these important discussions:

Sean Turner (MLT Board)

Kirk Schaubmayer (MLT Board)

Stuart Brown (TOML)

Colin Fernie (MLT Board)

Sandra Di Domizio (MLCC Board)

Ken Brengle (MLLC Director)

Michael Ledesma (MLT Board)

Nicole Godoy (MLCC Board)

John Urdi (MLT Director)

1. What are the goals of this department?

- a. To provide a single source event champion, manage event grant funding, drive year round visitation (with a focus on need times), introduce and support new events, enhance existing events, streamline permitting process, develop a community wide master events calendar, inventory current assets/infrastructure and explore future assets/infrastructure needs

2. What does the staffing look like?

- a. Two positions were identified
 - i. Director of Special Events
 - ii. Special Events Coordinator

3. What are the goals for these positions?

- a. Attract 1-3 new large events (5,000+ attendees) within three years
- b. Develop clear and concise event funding grant process
- c. Incentivize need time events (higher risk, higher reward)
- d. Coordinate community wide master events calendar
- e. Assist current event promoters/producers
- f. Work closely with TOML staff to help facilitate permitting process
- g. Leverage town funding (\$125,000 grant funds)
- h. Explore additional "local" community wide events (pumpkin festival, winter carnival . . .)
- i. Develop partnerships/sponsorships to increase funding
- j. Identify new event locations and assets

4. What is the reporting structure of these positions and where will they physically be located?

- a. Director of Special Events will directly report to Mammoth Lakes Tourism Executive Director
- b. Special Event Coordinator will directly report to the Director of Special Events
- c. Director of Special Events will provide monthly reports at MLT's regularly scheduled board meetings

5. Are grants available to non-profits, for profit or both?

- a. Both

6. Should there be an event committee to evaluate and allocate funding requests?

- a. Yes

7. How should that event committee be comprised?

- a. Event Committee to be comprised of a seven member board
 - i. One appointed member from Mammoth Lakes Tourism Board of Directors
 - ii. One appointed member from Mammoth Lakes Chamber of Commerce Board of Directors
 - iii. One appointed staff member from the Town of Mammoth Lakes
 - iv. One appointed member from Mammoth Lakes Recreation Commission
 - v. Three at-large members (non-event related) approved by the appointed board members above

8. **Should grants be considered on a calendar (January 1 – December 31), or fiscal year (July 1 – June 30)?**
 - a. Calendar Year
9. **Based on a calendar year, when should grant requests be submitted?**
 - a. By October 31st prior to the January 1 funding year
10. **When will funding requests be evaluated by the Event Committee?**
 - a. November 1 – December 1 prior to the January funding year
11. **When will Grant Funding allocations announced?**
 - a. During the month of December prior to the January funding year
12. **What qualifies as a “special event”, versus “programming”**
 - a. A special event is short-term in duration, not ongoing over a period of time
 - b. Non-recurring (may recur annually)
 - c. Drives visitation
 - d. Enhances the guest experience through animation
 - e. Can be both ticketed or non-ticketed
 - f. Must be open and available to the public
13. **Should weight or financial support be given to special events that take place during need times (shoulder seasons, midweek, winter)?**
 - a. Yes, but all events will be evaluated on a case-by-case basis
14. **Should “commitment” events (ticket or pre-registration based) that drive visitation and thus TOT and room nights and longer stays receive ore financial support?**
 - a. Yes
15. **What can event producers and promoters use grant funding for?**
 - a. Any purpose EXCEPT wages and salaries, debt relief, major capital purchases and infrastructure
16. **Should Mammoth Lakes Tourism provide additional funds for new commitment event opportunities?**
 - a. Yes, recommendation of the task force for year one is \$50,000
17. **Does the event committee have the right to refuse support for events based on date or event theme?**
 - a. Yes, but this is limited to funding support
 - b. Guidelines to be developed to discourage like events falling too closely to an established event of that theme or genre (a jazz event two weeks before Mammoth Jazz as an example)
 - c. Mammoth Lakes Tourism will evaluate promotion of all events in marketing efforts as well
18. **Should events that receive grant funding be required to complete a set number of surveys at their event?**
 - a. Yes, this would be a requirement of the grant funding allocation
 - b. Efforts will be made to use Chamber hosts or other volunteers to conduct these surveys when available
19. **Should permits, equipment management and regulatory aspects remain with the Town of Mammoth Lakes?**
 - a. Yes
20. **Where will this new department be budgeted?**
 - a. The Special Events department will become an additional worksheet within the existing MLT budget
 - b. Proposed budget documents are provided
 - c. MLT will approach the Town to assist and support in some of the operational funding of the department
21. **Where will these two new positions be physically located?**
 - a. Positions will physically be located within the MLT offices at 2520 Main Street
22. **Questions?**

Special Event Summary

Mammoth Lakes Tourism
Proposed 2018-19 Budget

Expense Accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Overhead	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 52,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 74,000.00
Wages & Payroll Taxes	\$ 11,146.67	\$ 11,146.67	\$ 11,146.67	\$ 11,146.67	\$ 11,146.67	\$ 11,146.67	\$ 11,146.67	\$ 11,146.67	\$ 11,146.67	\$ 11,146.67	\$ 11,146.67	\$ 11,146.59	\$ 133,760.00
Benefits	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 18,000.00
Total Expenses	\$ 14,646.67	\$ 14,646.67	\$ 14,646.67	\$ 14,646.67	\$ 14,646.67	\$ 14,646.67	\$ 64,646.67	\$ 14,646.67	\$ 14,646.67	\$ 14,646.67	\$ 14,646.67	\$ 14,646.59	\$ 225,760.00
TOML Special Event Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000.00

Wages

Expense Accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Director of Special Events	### \$ 6,666.67	\$ 6,666.67	\$ 6,666.67	\$ 6,666.67	\$ 6,666.67	\$ 6,666.67	\$ 6,666.67	\$ 6,666.67	\$ 6,666.67	\$ 6,666.67	\$ 6,666.67	\$ 6,666.63	\$ 80,000.00
Special Events Coordinator	### \$ 3,466.67	\$ 3,466.67	\$ 3,466.67	\$ 3,466.67	\$ 3,466.67	\$ 3,466.67	\$ 3,466.67	\$ 3,466.67	\$ 3,466.67	\$ 3,466.67	\$ 3,466.67	\$ 3,466.63	\$ 41,600.00
													\$ -
All Position Wages	### \$ 10,133.34	\$ 10,133.34	\$ 10,133.34	\$ 10,133.34	\$ 10,133.34	\$ 10,133.34	\$ 10,133.34	\$ 10,133.34	\$ 10,133.34	\$ 10,133.34	\$ 10,133.34	\$ 10,133.26	\$ 121,600.00
Payroll Taxes	### \$ 1,013.33	\$ 1,013.33	\$ 1,013.33	\$ 1,013.33	\$ 1,013.33	\$ 1,013.33	\$ 1,013.33	\$ 1,013.33	\$ 1,013.33	\$ 1,013.33	\$ 1,013.33	\$ 1,013.33	\$ 12,160.00
Total Wage Expense	\$ 11,146.67	\$ 11,146.67	\$ 11,146.67	\$ 11,146.67	\$ 11,146.67	\$ 11,146.67	\$ 11,146.67	\$ 11,146.67	\$ 11,146.67	\$ 11,146.67	\$ 11,146.67	\$ 11,146.59	\$ 133,760.00

Employee Benefits

Expense Accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Health Insurance	### \$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 12,000.00
401K Match	### \$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 6,000.00
Total	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 18,000.00

Overhead

Expense Accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Supplies	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 24,000.00
Additional Event Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00
Totals:	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 52,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 74,000.00

Anticipated Special Event Revenue

	July	August	September	October	November	December	January	February	March	April	May	June	Total
TOML Funding of Events	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000.00
Total Revenue													\$ 125,000.00

Director of Special Events

Mammoth Lakes Tourism

Position Profile

Under the direction of the Executive Director, the Director of Special Events works as a liaison for Mammoth Lakes Tourism and the Mammoth Lakes business community. This position will be responsible for event funding allocations, sponsorship acquisitions, new special event attraction, development of special event marketing plan and budget, event calendar coordination and assisting local event coordination to ultimately drive visitation.

Responsibilities

- Assist in development, maintenance and growth of existing special events in Mammoth Lakes
- Develop or attract 1-3 major new events for Mammoth Lakes in the next three years
- Create and administer annual funding allocation strategy and plan
- Develop annual special events business plan and budget
- Solicit, negotiate and secure incremental funding via partnerships, sponsorships, donations etc.
- Create inventory of current event sites, assets and infrastructure
- Explore new event sites, assets and infrastructure opportunities
- Provide monthly reporting on events at MLT board of directors meetings
- Manage relationship with entities currently producing or exploring bringing events to Mammoth Lakes
- Develop and maintain annual, all-inclusive event calendar (special events & community activities)
- Create effective event checklist template to be utilized by event producers to provide guidance
- Work closely with MLT's Director of Marketing to update timely and pertinent content to social media outlets such as Facebook, Twitter, YouTube etc. as they relate to special event collateral
- Work to attract new events to Mammoth Lakes, with specific focus on shoulder seasons/need times
- Work closely with lodging, restaurant and retail to coordinate special event exposure & partnerships
- Represent Mammoth Lakes Tourism at key local gatherings including Town Council meetings
- Manage special events coordinator position
- Actively update professional development to stay current with special event industry trends
- Prepare necessary, correspondence, detailed proposals, and presentations as required.
- Enthusiastically participate in other Mammoth Lakes Tourism assignments as needed to help achieve the overall mission of the organization

Minimum Qualifications

- Applicants must be willing to relocate as position will reside in our Mammoth Lakes, California offices
- The ideal candidate will possess a good understanding of Mammoth Lakes and will have an understanding of effective and creative outreach with local, regional, and state agencies
- Demonstrate proven success in special events production, event management, budgeting, cost projections and collaborative work ethic
- Ability to positively influence situations through collaboration and teamwork
- Experience managing staff and process
- Applicant must be highly organized and able to manage multiple priorities
- Working knowledge of MS Office, Excel, and PowerPoint
- Strong interpersonal and relationship skills are essential to work in a small tight knit team environment
- Competent decision-making, problem solving, time management, and organization skills required
- Possess a collaborative leadership drive including superior written and oral communication
- Demonstrate creativity, initiative, and self-motivation
- Must have ability to travel for business conferences, meetings and seminars as needed
- Possess a valid California driver's license, reliable vehicle and ability to travel since both regional, national and international travel is necessary

Experience:

Three-to-five-years relevant experience in event promotion and production

Candidates will bring a combination of training and experience that provides the required knowledge, skills, and abilities for this position.

Compensation/Benefits:

Starting salary depends on qualifications.

Mammoth Lakes Tourism is a private, not-for-profit 501c(6) organization that provides it's employees a benefits package that includes company paid medical plan, a 401(k) pension plan with up to a 4 percent company matching contribution, paid time off, Mammoth Mountain winter season pass, Snowcreek Resort Golf Course season pass or Mammoth Mountain bike park pass.

Application

1. Please email cover letter and resume along with salary requirements to:

Info@VisitMammoth.com

No telephone calls, please. Position remains open until filled.

Special Events Coordinator

Mammoth Lakes Tourism

Position Profile:

Assist Director of Special Events in day-to-day operations, community relations and special event promoter/producer assistance and relations.

Duties include, but are not limited to: working to facilitate and assist event promoters and producers through permitting and procedures with TOML, maintaining community annual event calendar, updating all event website information, work with MLT on development of event collateral and advertising pieces, organize event related meetings, assist Director of Special Events in funding request process, work with TOML staff to streamline event processes as much as possible. Position reports directly to MLT's Director of Special Events.

Minimum qualifications:

Candidate must be a driven, self-starting individual with a positive attitude, good work ethic and team player mentality.

- A good understanding of the year round special event offerings in Mammoth Lakes
- 2+ years working with the public in a professional office environment, preferably in the special event and/or tourism/hospitality industry
- Good problem-solving, time-management, and organization skills
- Ability to manage multiple projects and priorities while meeting hard deadlines
- Professional appearance, both in-person and on the phone
- Good verbal and business writing skills; customer service skills; and interpersonal skills
- Able to clearly communicate with the general public and leadership in local and regional agencies
- Professional working knowledge of Microsoft Office Suite (Word, Excel, and PowerPoint), Internet, and office equipment (phones, copier, scanner, postage machine)
- Must be able to provide professional references (no personal references accepted)

Desired, but not required:

- Experience working in a multi-agency environment
- Experience working with cross-cultural teams and communities
- Multilingual

Requirements:

- Must have a valid driver's license
- Must have reliable transportation
- Must be able to lift 50 pounds
- Must be able to work days, nights, weekends, and holidays to meet deadlines, events and/or travel

Compensation/Benefits: Pay range from \$16-\$18 per hour.

Mammoth Lakes Tourism is a private, not-for-profit 501c(6) organization that provides its employees a benefits package that includes company paid medical plan, a 401(k) pension plan with up to a 4 percent company matching contribution, paid time off, Mammoth Mountain winter season pass, Snowcreek Resort golf season pass or Mammoth Mountain bike park pass.

Please email cover letter and resume to Info@VisitMammoth.com. No telephone calls. Position is open until filled.

Position

Community Engagement Manager

Employment Type

Full-time

Job Functions

Public Relations, Marketing, Advertising

Job Description

Mammoth Lakes Tourism is looking for an experienced Community Engagement Manager to be the local liaison in local marketing and PR initiatives. The successful candidate will have a record of building and maintaining highly engaged community programs as well as grass roots marketing campaigns. A dedication to creating and maintaining quality partnerships among stakeholders is key.

Mammoth Lakes Tourism's positive corporate culture is rooted in team-based, transparent and collaborative work processes. As part of your commitment to the team and to serve the community, you will be expected to continuously push the envelope through ongoing research, reporting and optimizations. A proven skill set that supports this corporate culture is required.

Key Responsibilities

Under the direction of the Director of Communications, the Community Engagement Manager will perform duties that include, but are not limited to:

- Implement community strategy that will include elements such as executing community PR; creating and managing industry events, education and in-person events in the community; and planning and executing local marketing campaigns that include owned, earned and paid channels and town assets
- Work with content team to coordinate a steady flow of content for the Endurance Crib channels
- Represent Mammoth Lakes Tourism at local, regional and state task force, government and association meetings including, but not limited to, Mammoth Lakes Town Council, Mono County Board of Supervisors, Mammoth Lodging Association and Yosemite Gateway Partners
- Cooperative planning liaison with local, regional and federal governance, where appropriate, on local initiatives that include, but are not limited to, fish stocking, Mammoth Lakes Welcome Center - a designated California Welcome Center, Chamber education programs, regional marketing campaigns
- Represent the Mammoth Lake Welcome Center at Visit California Welcome Center (CWC) strategy meetings and effectively communicate results to interagency stakeholders

- Effectively communicate CalTravel and US Travel messaging to local partners
- Assist with hosted media and familiarization tours, as well as coordination of Ambassador program
- Work with members of the Executive team, on a project a basis
- Remain current with industry trends through education and attendance of industry conferences
- Some travel required

Required Qualifications

- BS/BA in related field, plus 4-6 years of professional experience
- Experience in public relations and customer service
- Experience in planning and executing grass roots marketing efforts, including but not limited to developing strategy, negotiating and signing media contracts and executing campaign and reporting
- Strategic thinking skills and the ability to solve problems and overcome obstacles
- Excellent verbal and written communication, and presentation skills and the astute ability to listen
- Strong leadership and a high degree of independence while still functioning within a team-oriented and collaborative work environment
- Political acumen
- Understanding of Chamber of Commerce function
- Proactive, goal-oriented individual
- Outstanding time and transparent project management skills with ability to manage and appropriately prioritize multiple projects in a fast-paced environment
- Ability and willingness to teach and network
- Ability to learn and understand technology is crucial. Efficient in Microsoft Office, Google platforms, social channels. Comfortable working on a Mac.
- Must be able to lift 40lbs.
- A strong understanding of the tourism industry and government policy is a plus
- Experience working in interagency partnerships is a plus

Compensation

Starting salary: \$60 - \$62k, dependent on experience

100% paid health and dental insurance

Paid time off

Mammoth Mountain ski pass

Mammoth Mountain bike pass or Snowcreek Resort golf pass

401k plan

To: Lara Kaylor, Director of Communications, Mammoth Lakes Tourism

From: Mike Hillegass and Brian Elkins, Heart+Mind Strategies

Re: Stakeholder Communications Alignment

Date: March 28, 2018

Introduction

Thank you for reaching out to Heart+Mind Strategies. We appreciate having had the opportunity to speak with you last week about some of the challenges that Mammoth Lakes Tourism (MLT) is currently facing. As discussed, we have worked with several tourism clients that have experienced similar issues, most notably Las Vegas. Provided below are some activities that we feel would be most helpful for MLT in order to address and resolve some of these concerns.

Winning Hearts + Minds: Our Point of View

At Heart+Mind Strategies, our promise is to **provide strategic decision-making insight and advice to help our clients understand the hearts and minds of those who matter most and transform that understanding into measurable, winning success.**

We recognize the issues the MLT Board deals with and their public dialogue have both rational and emotional components. By understanding and linking the two we can build a framework and strategy that can **persuade by reason and motivate through emotion.**

We can best win hearts and minds by understanding the intersection of relevant individual, societal and organizational values. These values are linked to other components that shape how we think and what we do and provide the context for how we make decisions.

Situational Background

By many measures, MLT has added considerable value to the Mammoth Lakes community, as awareness and visitation rates have increased over the past several years and new advertising and marketing pursuits are in development for 2018.

Since approving a five-year Tourism Business Improvement District (TBID) in 2013, MLT has helped to increase visitation and generate \$7.06 for the town budget for every dollar spent on marketing, compared to \$4.82 per dollar spent before the TBID was instated.¹ This program has been so successful that a motion has been made to renew the Mammoth Lakes TBID for a 10-year period, from September 1, 2018 – August 31, 2028. Not surprisingly, MLT's budget has grown with the success of the TBID.

¹ <http://mltindustryinsider.com/mammoth-lakes-tbid/>

Unfortunately, however, not everyone recognizes or appreciates the benefits that MLT and the TBID provide. While the MLT's budget is growing, some local businesses are struggling and some feel that money should be spent to support local businesses rather than being spent in outside markets. Moreover, some local businesses feel that they are incorrectly or improperly categorized as retail or tourism-related, which incurs additional fees, and other businesses and community leaders question the MLT's spending decisions.²

While MLT has contracted the support of an outside market research company to track visitation, awareness and spending metrics, it has not conducted any research to gather feedback and perspectives about their work from the local community. MLT now seeks a research approach to better understand its reputation, image and efforts to communicate and align among business and community leaders.

We recognize that MLT's work on behalf of the community and in support of local business is of paramount importance and the goal of this work is to engage members of the community to understand their needs, priorities and ensure alignment relative to the outcomes driven by the MLT Board and its various activities.

What follows is a potential approach to MLT's unique needs. We recommend a balance of brevity of activity with depth of interaction to help you quickly engage with your priority stakeholders on the issues most important for the Mammoth Lakes community. Ultimately this research will assist the MLT Board, and its Executive Director, with a better understanding of key stakeholder concerns and the most effective ways to communicate MLT's activities in order to drive greater awareness of, and appreciation for, its efforts on behalf of the Mammoth Lakes community.

Research Considerations

We like to view the world as a system when tackling complex business challenges. By mapping *heart and mind decision-making dynamics* within a system, we discover what our clients must do, become, or create to more deeply resonate with key stakeholders, priority audiences and customers.

Our proposed approach leverages in-depth discussions and an interactive collaboration platform to uncover the layers of meaning behind – and around – key stakeholder perspectives, and then identify barriers, stumbling blocks, and opportunity areas for moving forward.

Following the research approaches described below, MLT will understand:

- What, how, and why its stakeholders expect, understand and act with respect to MLT's role in driving exposure, visitation and business growth for the community

² <http://thesheetnews.com/2015/08/14/embattled-community/>; http://thesheetnews.com/wp-content/uploads/2016/12/The-Sheet-Newspaper_12.17.2016.pdf

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- How the intent of specific aspects of MLT's marketing and advertising initiatives can be communicated to truly resonate with the community
- The actions to continue, those to stop, and the changes or new activities to introduce in order to create clarity about how MLT supports local businesses to succeed
- When and why the programs and accompanying communications activities surrounding initiatives are not working and how these can be overcome and corrected

We will package this understanding with our strategic recommendations in a way that can be socialized with the MLT Board and, to the degree desired, the MLT organization to improve communications and reputation.

How Do We Get There

Our approach involves a simple, yet collaborative process that starts with FRAMING the context around what is being done and why, quickly GATHERING stakeholder feedback, and SYNTHESIZING the input toward actionable recommendations.

FRAMING is our first step and, typically, the most important. We will work quickly with you to fully understand MLT's activities and strategic plans that have been activated, much of which we have already reviewed. We also will align with you on specific outcomes for how this effort must be applied to your business planning realities and solicit hypotheses for what you expect is happening across the organization and within the Mammoth Lakes community. Finally, we will decide with you on the design of the back-end tools we need to produce in our deliverables. This phase would include a series of 1-on-1 discussions with select MLT Board members, staff members, key stakeholders and business leaders in the community.

GATHERING is our primary research to understand what is happening – and why – across a broader community.

- **IDIs:** For this engagement, we might recommend a series of in-depth interviews (IDIs) with trusted business leaders who could share their perspective freely with an outside research consultancy while maintaining a degree of anonymity with MLT. These IDIs would offer rich insights from a select group of stakeholders that would have a solid understanding of the ongoing dynamics in Mammoth and ways that communications and engagement could be improved to mend any differences. Each IDI would last approximately 45 minutes.
- **iLab:** We might also recommend using our Illumination Lab™ ("iLab") online platform to create a powerful interactive feedback mechanism across community stakeholders. The iLab is an online collaboration software platform that allows individuals to participate through a computer/laptop/tablet with a group of their peers in a respectful and anonymous manner. Because every participant answers

every question at the same time, moving in lockstep, the tool is very efficient in obtaining the detailed feedback from every stakeholder recruited to participate. This means that the volume of feedback is much greater than what is achieved through a traditional focus group. Each participant is given a specific time to call into a conference line via phone and also logs into the iLab platform online using a unique User ID and password. Throughout the session, participants will receive verbal instructions over the conference line while they provide their answers through their computer/laptop/tablet.

- We believe the optimal design is to recruit 25 small business owners and actively engaged community members to participate in a 90-minute iLab session for this initial round of research. This will provide a rigorous session with those most engaged with MLT's initiatives, and with whom we will follow this foundational qualitative dialogue with the ability to measure progress over time.

For a better understanding of the iLab, please view these two videos:

- This 3-minute video provides an overview of the iLab:
<https://www.youtube.com/watch?v=oHW3b1i--AU>
- This 2-minute video provides a description of the iLab's functionality:
<https://www.youtube.com/watch?v=NOqYJbFFe-s>

1. Survey: Following the IDIs and/or iLab session, we might recommend conducting a broader community survey. A survey would be appropriate given the upcoming 10-year TBID term and it would make sense to ensure local business perspectives are identified and addressed by MLT.

We would design a survey instrument that captures both qualitative and quantitative data from participants and we expect the questions would fall into these categories:

- Satisfaction and attitudes toward MLT and its efforts
- Awareness of, and participation in, MLT initiatives, activities and marketing
- Expectations for, personal relevance of, and alignment with MLT's stated goals
- Behavioral outcomes resulting from exposure to MLT's activities
- Motivations driving behavior, including mini-laddering, from functional/emotional relevance
- Dialogue patterns about the programs and related activities

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- Evaluation of the efforts' impact for the community of Mammoth Lakes and its local businesses
- Solicit suggestions on ways that local businesses, success stories and entrepreneurs can be incorporated into MLT's marketing efforts

As we meet with you during the FRAMING phase, we expect there will be specific areas of probing around particularly important aspects of the program that we need to design into the research GATHERING. We will make sure that our questionnaire design and recruitment requirements align with MLT's needs and expectations.

SYNTHESIZING the feedback from the FRAMING and GATHERING sessions, we produce a strategic summary that addresses the primary needs identified above. Specifically, we will identify opportunities, common ground, problem areas and sweet spots, and recommend solutions, including messaging and strategies, that will more effectively communicate the value MLT provides to specific audiences and stakeholders. We will present our findings in person with a narrative to paint the context and direct action into specific areas the feedback reveals are in most need of attention or modification.

At this point, we package the final insights and our recommendations for three distinct purposes: (1) immersion into the findings, (2) socializing the results across key stakeholders, and (3) moving from insights to actions that directly address the objectives and priority items.

IMPLEMENTING is an important component of any research-driven engagement and we have developed a team of strategists who help our clients bridge the gap between the findings of research insights and their implementation. In fact, according to a 2017 Greenbook Research Industry Trends (GRIT) Report, the #1 unmet client need from their research supplier was "*recommending business actions based on the research*".³ While we have these capabilities in house, and our proposed Senior Solutions Consultant and Brand Strategy Director, Brian Elkins, possesses this capability in spades, we recommend involving R&R Partner's to support this phase. Heart+Mind Strategies has an almost 20-year relationship with R&R Partners, providing market research support and reputation management to the Las Vegas Convention and Visitors Authority (LVCVA).

Implementation support will provide MLT with the following:

- Education and training for Board Members so that they can be more effective brand ambassadors for MLT
- Messaging guides so that Board Members are able to more knowledgeably answer questions posed to them by the media, business or community leaders
- Strategies for driving more of the public and media relations to the

³ https://issuu.com/researchshare/docs/16grit_w_---gritreport_r05_online

communications team rather than through Board Members

Activities + Deliverables + Timing Table

Activity	Duration
Project Framing:	
<ul style="list-style-type: none"> ○ <u>½ day kick-off session on-site</u>, includes introductions, project stakeholders and team members, project alignment, including roles, responsibilities, objectives clarification and timing for deliverables. <ul style="list-style-type: none"> ○ Deliverable: Agreed upon work-plan, timing, roles and responsibilities ○ <u>In-Depth Interviews (IDIs)</u> lasting no more than 45 minutes with MLT Board Members and staff, Key Stakeholders, and business leaders. Assumes Heart+Mind Strategies is provided contact information by MLT and participants are willing and able to sit with us. <ul style="list-style-type: none"> ○ Deliverable: Key findings report to guide follow-on research among key business leaders 	Week One
Information Gathering:	
<ul style="list-style-type: none"> ○ <u>IDIs</u> conducted over the phone and lasting no more than 45 minutes among trusted business leaders. Assumes Heart+Mind Strategies recruits using contact information provided by MLT. Questionnaire developed with, and approved by, MLT. <ul style="list-style-type: none"> ○ Deliverable: Full transcript of each IDI, key report summary 	Weeks Two - Six
<ul style="list-style-type: none"> ○ <u>Illumination Lab</u> lasting no more than 90 minutes and involving a target of 20-25 small business owners. Assumes Heart+Mind Strategies recruits using contact information provided by MLT. Session questionnaire developed with, and approved by, MLT. <ul style="list-style-type: none"> ○ Deliverable: Verbatim transcript within 24-hours of session, more detailed report of key findings and recommendations within two weeks of session. 	Weeks Three - Seven
<ul style="list-style-type: none"> ○ <u>Survey</u> among MLT business owners using email lists provided by MLT and the Chamber of Commerce. <ul style="list-style-type: none"> ○ Deliverable: Key findings report indicating business community perspectives about MLT and priority issues 	Weeks Seven - Eleven

Pricing

The pricing provided below does not include travel, lodging or other reimbursable expenses. We anticipate two trips to the region for kick-off and synthesis with each trip lasting 3 nights and 2 full days.

Activity	Cost
Project Framing:	
<ul style="list-style-type: none"> ○ ½ day (4 hour) kick-off session and IDIs <ul style="list-style-type: none"> ○ Assumes 45 minute in-person interviews ○ Assumes interview facility provided by MLT ○ Assumes no more than six (6) in-person interviews ○ Assumes MLT facilitates invitation 	\$12,500.00
Information Gathering:	
<ul style="list-style-type: none"> ○ <u>IDIs</u> <ul style="list-style-type: none"> ○ Assumes 10 over the phone interviews ○ Assumes no more than 45 minutes per interview ○ Assumes \$125 Incentive ○ Assumes MLT facilitates invitation ○ Assumes recruits using MLT-provided contact information ○ Includes recruitment letter ○ Includes questionnaire development ○ Includes recorded transcripts ○ Includes key findings report 	\$28,400.00
<ul style="list-style-type: none"> ○ <u>Illumination Lab I</u> <ul style="list-style-type: none"> ○ Assumes 25 business owner recruited, for 20 participants ○ Assumes no more than 90 minutes ○ Assumes \$175 Incentive ○ Assumes MLT provides contact information ○ Assumes Heart+Mind Strategies remote moderation ○ Includes questionnaire development ○ Includes recruitment and technology platform ○ Includes verbatim transcript within 24-hours of session ○ Includes detailed report of key findings and recommendations 	\$32,800.00
<ul style="list-style-type: none"> ○ <u>Survey</u> <ul style="list-style-type: none"> ○ Assumes 10 minute, online survey ○ Assumes target of 100 respondents ○ Assumes MLT provides contact information 	\$30,000.00

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Activity	Cost
<ul style="list-style-type: none">○ Includes survey development○ Includes recruitment and follow-up○ Includes summary and key findings report	
Synthesize	
<ul style="list-style-type: none">○ Assumes facility/location provided by MLT	\$11,500.00
Implementation	
<ul style="list-style-type: none">○ Ongoing implementation support as needed○ Assumes no more than 10 hours per month	TBD
PROJECT TOTAL \$115,200.00	

The Team



BRIAN ELKINS, Senior Solutions Consultant

Brian is a senior consultant specializing in brand strategy, naming, portfolio architecture, corporate identity, M&A, positioning and employee engagement. He has worked with clients across verticals with particular expertise in information technologies, financial services and consumer goods. Current and recent clients include:

Western Union, Centurylink (as CenturyTel, Embarq, Qwest and CenturyLink), Savvis, IntelliSpend (previously American Express and Maritz), First American Financial, General Motors, Astra Zeneca, Champion Technologies and Paychex.

Prior to joining Heart+Mind Strategies, Brian served as Senior Brand Strategist at Monigle Associates, a leading brand strategy and management agency. There he developed vertical presence in financial services and technology as well as approaches for brand portfolio strategy and M&A brand strategies.

Brian studied International Development Studies at The George Washington University, Elliott School of International Affairs



MIKE HILLEGASS, Senior Solutions Consultant

Mike is a Senior Consultant and Government Practice Lead who brings more than two decades of experience developing and managing public relations, integrated marketing, brand development, and market research programs. Mike has assisted senior level executives in government agencies and associations with strategic and tactical marketing and communication plans to increase their visibility and reach key target audiences.

Prior to Heart+Mind, Mike was a Managing Director at Qorvis Communications, one of Washington, DC's leading full-service, integrated agencies, where he managed programs supporting US and foreign government clients, including Mexico's Ministry of Tourism.



MEGHAN PFOTENHAUER, Solutions Associate

Meghan's main responsibilities at Heart+Mind Strategies include managing the executional components of a client engagements to ensure that clients' business are met with high quality and efficient implementation.

Since working at Heart+Mind Strategies, Meghan has gained experience across a variety of market research methodologies, mediums, and applications and has worked to support both the strategic and research needs across a spectrum of clients, including AARP, Paper & Packaging Board, The Specialty Coffee Association, and FUJIFILM.

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Meghan holds a BBA in Marketing with an Accounting concentration, as well as a minor in Psychology, from the College of William and Mary.

About Heart+Mind Strategies

Heart+Mind Strategies is one of the world's leading values-based research consultancies, providing our clients with thought leaders who bring more than 50 years of practical business experience and industry setting best practices. We are highly skilled in consumer and elite audience research and strategy development, using a blend of both qualitative and quantitative methods to solve client objectives, including the full suite of advanced analytics.

Deep Understanding of Consumer Decision Making: We created the Richard B. Wirthlin Center for Applied Values-Research in Marketing and Communications to codify and advance the principles of laddering and means-end theory. The knowledge and experience of our consultants includes values work for the world's largest corporations; some of the largest industry associations; major government agencies, think tanks and academic institutions; major regional and metropolitan areas; and national and international candidates for office. We have invested heavily in training, development, staffing, and in the world's only completely integrated computer assisted system for values data entry and analysis. We can accurately make the statement that Heart+Mind Strategies is the world's leading consultancy in values- based research and marketing.

Relevant Experience

Heart+Mind Strategies has extensive experience in the travel and tourism industry. Not only have we been the market research brains behind the iconic "What Happens Here Stays Here" campaign for Las Vegas for the past 18 years, but we have also worked with some of the leading communities across the country with regional visioning where we help community leaders understand important aspects about their city or town in order to protect and promote the values of the people and sustain their hopes and dreams for the future.



Las Vegas: Las Vegas Convention and Visitors Authority (LVCVA) has been a client for almost two decades, and precedes the founding of Heart+Mind Strategies. We have won two David Ogilvy Awards for Excellence in Advertising Research, the market research industry's highest award given by the Advertising Research Foundation for innovative market research, in support of LVCVA. These Ogilvy Awards were for the creation of the iconic "What Happens in Vegas Stays in Vegas" campaign and the redesign and re-launch of the website LasVegas.com. Each year, we execute multiple

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STRATEGIES

research and advanced analytics projects necessary for a global campaign, including, but not limited to: customizing strategic marketing plans; branding initiatives creating public awareness of the "Las Vegas" brand; target market identification and analysis of target audience segments; tourism and revenue forecasting on a per-room basis within +/-3% error on a rolling 90-day window; focus groups, iLabs and individual interviews with tourists and key audience segments, both domestically and internationally; assessing the effectiveness of messaging and advertising, including on-line and in-person; survey research, including a recently completed survey and segmentation/micro-segmentation of more than 11,000 respondents; and compiling/analyzing results of all research to inform the client on campaign effectiveness and strategic imperatives to maximize future business results. Those desired business goals include increasing visitor volume, and raising the average daily rate (ADR) of destination lodging through increased demand.

Regional Visioning: To be sustainable, a region must protect and promote the values of the people and sustain their hopes and dreams for the future. Important decisions are driven by those things that are most important to us--what we value. A values approach to regional visioning enhances each step of a public engagement and regional visioning process by defining shared priorities, core values, and challenges and placing them front and center throughout the visioning process to guide the formulation, selection, and analysis of future scenarios and to shape the design of neighborhoods, communities, and regions and ultimately to establish the vision. For more than a decade, Heart+Mind Strategies has conducted values-based research in numerous cities across the country, including, but not limited to: Wyoming (Smart Growth: Building the Wyoming we Want), Envision Utah, San Diego, Phoenix, Traverse County, Oahu County, Orlando region, Madison, and Sacramento, among others. Our approach uses all aspects of quantitative and qualitative market research, as well as our proprietary Vista™ values-based messaging platform, to help our clients understand the intrinsic values of their city/state as perceived by their citizens and to prepare messaging and communications for future development and growth, including how to address transportation and traffic congestion.



Current and Projected MLT Reserve Balances (MLT Controlled Accounts) as of March 27, 2018

TBID **\$2,500,000**

Measure "A" **\$1,250,000**

MLT Board Strategic Reserve Initiatives – Measure "A" Funds

	Proposed Earmark*
Special Events Venue	\$250,000
MMH Airport Terminal	\$500,000
Conference Center	\$250,000
Wayfinding Signage	\$350,000
Total Available (Measure A)	\$1,250,000
Total Commitment	\$1,350,000
Remainder for Operating Reserve	-\$100,000

Proposed Operating Reserve for MLT at 25% of Budget \$1,750,000 (Based on \$7 million revenue budget)

The \$1,750,000 Operating Reserve is made up of \$550,000 Measure A + \$1,200,000 TBID (this leaves approximately \$1,300,000 in TBID Reserves)

****Proposed earmarks were assigned when MLT had \$1,750,000 in Measure A reserves and expected future increases in TOT to come directly the organization.***

MLT spent \$510,000 purchasing "The Crib" high altitude training condo in April 2018

Transient Occupancy Tax
Collection through February 2018

1. TOT REVENUE COLLECTIONS by FISCAL year

Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
2006-2007	633,290	718,371	404,545	240,541	275,921	1,455,122	1,694,967	1,583,253	1,249,350	765,323	241,871	363,886	9,626,441
YTD collection as % of Full Year	6.6%	14.0%	18.2%	20.7%	23.6%	38.7%	56.3%	72.8%	85.8%	93.7%	96.2%	100.0%	
2007-2008	690,020	850,958	382,541	191,090	202,902	1,533,030	1,926,497	1,890,372	1,731,631	612,581	245,108	410,409	10,667,140
YTD collection as % of Full Year	6.5%	14.4%	18.0%	19.8%	21.7%	36.1%	54.2%	71.9%	88.1%	93.9%	96.2%	100.0%	
2008-2009	726,465	973,679	379,849	232,427	247,085	1,591,709	1,561,523	1,477,336	1,028,558	774,003	299,287	364,787	9,656,710
YTD collection as % of Full Year	7.5%	17.6%	21.5%	23.9%	26.5%	43.0%	59.2%	74.5%	85.1%	93.1%	96.2%	100.0%	
2009-2010	745,522	866,044	421,313	210,599	207,989	1,735,454	1,680,851	1,687,536	1,263,038	971,363	303,667	383,274	10,476,648
YTD collection as % of Full Year	7.1%	15.4%	19.4%	21.4%	23.4%	40.0%	56.0%	72.1%	84.2%	93.4%	96.3%	100.0%	
2010-2011	833,692	934,572	471,581	229,609	302,314	1,948,908	1,685,322	1,672,809	1,338,133	985,285	355,833	451,080	11,209,138
YTD collection as % of Full Year	7.4%	15.8%	20.0%	22.0%	24.7%	42.1%	57.1%	72.1%	84.0%	92.8%	96.0%	100.0%	
2011-2012	947,459	1,061,627	566,993	276,436	314,244	1,666,408	1,042,470	1,213,076	1,193,988	753,998	307,818	536,020	9,880,538
YTD collection as % of Full Year	9.6%	20.3%	26.1%	28.9%	32.1%	48.9%	59.5%	71.7%	83.8%	91.5%	94.6%	100.0%	
2012-2013	1,035,276	1,101,555	569,118	287,742	286,349	1,758,887	1,856,579	1,703,985	1,426,186	683,196	392,990	613,159	11,715,023
YTD collection as % of Full Year	8.8%	18.2%	23.1%	25.6%	28.0%	43.0%	58.9%	73.4%	85.6%	91.4%	94.8%	100.0%	
2013-2014	1,075,023	1,134,699	533,790	306,359	317,763	1,620,490	1,284,026	1,174,950	1,205,504	662,531	376,019	672,104	10,363,258
YTD collection as % of Full Year	10.4%	21.3%	26.5%	29.4%	32.5%	48.1%	60.5%	71.9%	83.5%	89.9%	93.5%	100.0%	
2014-2015	1,175,232	1,261,290	614,628	378,296	326,836	1,815,044	1,659,854	1,451,851	1,015,507	459,664	377,564	773,232	11,308,997
YTD collection as % of Full Year	10.4%	21.5%	27.0%	30.3%	33.2%	49.3%	63.9%	76.8%	85.8%	89.8%	93.2%	100.0%	
2015-2016	1,414,925	1,323,904	782,030	470,450	589,215	2,282,317	2,371,826	2,238,590	1,897,371	830,614	526,861	1,005,404	15,733,507
YTD collection as % of Full Year	9.0%	17.4%	22.4%	25.4%	29.1%	43.6%	58.7%	72.9%	85.0%	90.3%	93.6%	100.0%	
2016-2017	1,716,610	1,535,475	1,004,815	567,405	534,223	2,370,978	2,656,510	2,475,292	2,030,473	1,599,673	673,512	926,497	18,091,464
YTD collection as % of Full Year	9.5%	18.0%	23.5%	26.7%	29.6%	42.7%	57.4%	71.1%	82.3%	91.2%	94.9%	100.0%	
2017-2018	1,753,735	1,570,110	1,050,067	612,766	601,372	2,359,097	2,499,420	2,140,058	-	-	-	-	12,586,627
YTD collection as % of Full Year	13.9%	26.4%	34.8%	39.6%	44.4%	63.1%	83.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
% change from prior year	2.2%	2.3%	4.5%	8.0%	12.6%	-0.5%	-5.9%	-13.5%	7.0%	92.6%	27.8%	-7.8%	15.0%
Average monthly collection prior 3 yrs	1,221,727	1,239,964	643,483	385,035	411,271	1,905,950	1,771,902	1,621,797	1,372,794	650,936	426,815	816,913	12,468,587
Average Monthly collection as % of Full Year	9.8%	9.9%	5.2%	3.1%	3.3%	15.3%	14.2%	13.0%	11.0%	5.2%	3.4%	6.6%	100.0%
Average YTD collection as % of Full Year	9.8%	19.7%	24.9%	28.0%	31.3%	46.6%	60.8%	73.8%	84.8%	90.0%	93.4%	100.0%	

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

FY 17-18 BUDGETED full-year revenue	Rate	12,500,000	Estimated Reserves (*)										
less Tourism	18.08%	2,260,000	\$ 643,615										
less Housing	6.54%	817,308	\$ 232,797										
less Transit	6.54%	817,308	\$ 232,797										
Net to Town's General Fund		8,605,385	* Based on performance to budget YTD, final reserve account balances will be determined by actual performance to budget at completion of Fiscal Year										
FY 17-18 BUDGETED monthly revenue	Quarter Total:	2,876,105	Quarter Total:	2,544,250	Quarter Total:	5,060,840	Quarter Total:	2,018,805	12,500,000				
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Full-Yr Total
	1,150,430	1,062,010	663,665	385,500	417,195	1,741,555	1,857,950	1,747,900	1,454,990	904,500	443,705	670,600	12,500,000
FY 1718 ACTUAL collection	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	1,753,735	1,570,110	1,050,067	612,766	601,372	2,359,097	2,499,420	2,140,058	-	-	-	-	12,586,627
FY 17-18 Differences: Budget vs Actuals YTD	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	603,305	508,100	386,402	227,266	184,177	617,542	641,470	392,158	(1,454,990)	(904,500)	(443,705)	(670,600)	86,627
Percent over(under) budget	52%	48%	58%	59%	44%	35%	35%	22%	-100%	-100%	-100%	-100%	1%
Cumulative difference to date:	3,560,422 39%												
Cumulative actual to last year actual difference to date:	(274,682) -2%												

			Difference
Current YTD	\$ 12,586,627		
Previous Record YTD	\$ 12,861,309	\$ (274,682)	-2%
Budget YTD	\$ 9,026,205	\$ 3,560,422	39%

Estimated TBID Revenue Fiscal 2017-18

LODGING ALL	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL	% of Total
Est. TOT Revenue	\$ 1,500,000.00	\$ 1,100,000.00	\$ 570,000.00	\$ 285,000.00	\$ 300,000.00	\$ 1,700,000.00	\$ 1,750,000.00	\$ 1,700,000.00	\$ 1,350,000.00	\$ 750,000.00	\$ 300,000.00	\$ 525,000.00	\$ 11,830,000.00	
Est. Total Revenue	\$ 11,538,461.54	\$ 8,461,538.46	\$ 4,384,615.38	\$ 2,192,307.69	\$ 2,307,692.31	\$ 13,076,923.08	\$ 13,461,538.46	\$ 13,076,923.08	\$ 10,384,615.38	\$ 5,769,230.77	\$ 2,307,692.31	\$ 4,038,461.54	\$ 91,000,000.00	
Est. TBID Revenue @1%	\$ 90,000.00	\$ 150,000.00	\$ 70,000.00	\$ 45,000.00	\$ 45,000.00	\$ 140,000.00	\$ 225,000.00	\$ 200,000.00	\$ 125,000.00	\$ 50,000.00	\$ 30,000.00	\$ 60,000.00	\$ 1,230,000.00	
Actual Revenue	\$ 103,202.92	\$ 117,011.20	\$ 80,560.11	\$ 45,665.06	\$ 46,946.16	\$ 182,582.80	\$ 191,125.49	\$ 162,206.57					\$ 929,300.31	27%
Retail	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL	
Est. Total Revenue	\$ 5,220,051.00	\$ 6,051,785.00	\$ 2,972,738.00	\$ 1,554,737.00	\$ 1,717,295.00	\$ 10,876,042.00	\$ 10,641,943.00	\$ 10,441,578.00	\$ 8,588,405.00	\$ 5,156,821.00	\$ 1,997,993.00	\$ 2,908,113.00	\$ 68,127,501.00	
Est. TBID Revenue @ 1.5%	\$ 95,000.00	\$ 110,000.00	\$ 60,000.00	\$ 40,000.00	\$ 65,000.00	\$ 165,000.00	\$ 160,000.00	\$ 160,000.00	\$ 125,000.00	\$ 65,000.00	\$ 50,000.00	\$ 65,000.00	\$ 1,160,000.00	
Actual Revenue	\$ 77,630.05	\$ 100,540.93	\$ 66,959.14	\$ 42,258.43	\$ 71,975.54	\$ 168,060.02	\$ 151,480.23	\$ 137,443.82					\$ 816,348.16	24%
Restaurant	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL	
Est. Total Revenue	\$ 3,619,981.00	\$ 4,196,769.00	\$ 2,061,523.00	\$ 1,078,173.00	\$ 1,190,903.00	\$ 7,542,277.00	\$ 7,379,934.00	\$ 7,240,986.00	\$ 5,955,855.00	\$ 3,576,132.00	\$ 1,385,560.00	\$ 2,016,707.00	\$ 47,244,800.00	
Est. TBID Revenue @1.5%	\$ 95,000.00	\$ 110,000.00	\$ 60,000.00	\$ 60,000.00	\$ 50,000.00	\$ 135,000.00	\$ 140,000.00	\$ 150,000.00	\$ 130,000.00	\$ 65,000.00	\$ 50,000.00	\$ 55,000.00	\$ 1,100,000.00	
Actual Revenue	\$ 75,525.37	\$ 94,827.26	\$ 70,043.18	\$ 45,471.28	\$ 54,456.30	\$ 123,050.58	\$ 130,628.33	\$ 120,174.52					\$ 714,176.82	21%
MMSA Lift & Ski School	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL	
Est. Total Revenue	\$ 500,000.00	\$ 500,000.00	\$ 700,000.00	\$ 500,000.00	\$ 5,000,000.00	\$ 13,000,000.00	\$ 13,000,000.00	\$ 13,500,000.00	\$ 13,800,000.00	\$ 7,300,000.00	\$ 1,800,000.00	\$ 200,000.00	\$ 69,800,000.00	
Est. TBID Revenue @2%	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 30,000.00	\$ 100,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 450,000.00	\$ 225,000.00	\$ 35,000.00	\$ 6,000.00	\$ 1,800,000.00	
Actual Revenue	\$ 23,792.00	\$ 16,820.62	\$ 26,403.64	\$ 42,102.18	\$ 133,593.60	\$ 256,654.46	\$ 259,970.40	\$ 241,223.61					\$ 1,000,560.51	29%
Est. Monthly TBID Revenue	\$ 298,000.00	\$ 388,000.00	\$ 208,000.00	\$ 175,000.00	\$ 260,000.00	\$ 740,000.00	\$ 825,000.00	\$ 810,000.00	\$ 830,000.00	\$ 405,000.00	\$ 165,000.00	\$ 186,000.00	\$ 5,290,000.00	
ACTUALS by Month	\$ 280,150.34	\$ 329,200.01	\$ 243,966.07	\$ 175,496.95	\$ 306,971.60	\$ 730,347.86	\$ 733,204.45	\$ 661,048.52	\$ -	\$ -	\$ -	\$ -	\$ 3,460,385.80	
Forecast vs. Actual	\$ (17,849.66)	\$ (58,799.99)	\$ 35,966.07	\$ 496.95	\$ 46,971.60	\$ (9,652.14)	\$ (91,795.55)	\$ (148,951.48)	\$ (830,000.00)	\$ (405,000.00)	\$ (165,000.00)	\$ (186,000.00)	\$ (1,829,614.20)	
Cumulative est TBID Revenue	\$ 298,000.00	\$ 686,000.00	\$ 894,000.00	\$ 1,069,000.00	\$ 1,329,000.00	\$ 2,069,000.00	\$ 2,894,000.00	\$ 3,704,000.00	\$ 4,534,000.00	\$ 4,939,000.00	\$ 5,104,000.00	\$ 5,290,000.00		
YTD Actual Cumulative	\$ 280,150.34	\$ 609,350.35	\$ 853,316.42	\$ 1,028,813.37	\$ 1,335,784.97	\$ 2,066,132.83	\$ 2,799,337.28	\$ 3,460,385.80	\$ 3,460,385.80	\$ 3,460,385.80	\$ 3,460,385.80	\$ 3,460,385.80		
Difference Projected to Actual	\$ (17,849.66)	\$ (76,649.65)	\$ (40,683.58)	\$ (40,186.63)	\$ 6,784.97	\$ (2,867.17)	\$ (94,662.72)	\$ (243,614.20)	\$ (1,073,614.20)	\$ (1,478,614.20)	\$ (1,643,614.20)	\$ (1,829,614.20)		
% Difference to Actual	-5.99%	-11.17%	-4.55%	-3.76%	0.51%	-0.14%	-3.27%	-6.58%	-23.68%	-29.94%	-32.20%	-34.59%		
Actual 2016-17	\$ 302,667.07	\$ 362,949.00	\$ 229,237.00	\$ 160,117.00	\$ 253,031.00	\$ 768,141.00	\$ 836,383.00	\$ 779,459.00	\$ 856,475.00	\$ 718,146.00	\$ 223,671.00	\$ 244,961.00	\$ 5,735,237.07	
\$ Difference YOY	(\$22,516.73)	(\$33,748.99)	\$14,729.07	\$15,379.95	\$53,940.60	(\$37,793.14)	(\$103,178.55)	(\$118,410.48)	(\$856,475.00)	(\$718,146.00)	(\$223,671.00)	(\$244,961.00)		
% Difference YOY	-7%	-9%	6%	10%	21%	-5%	-12%	-15%	-100%	-100%	-100%	-100%		
Cumulative YOY Change	\$ (17,849.66)	\$ (76,649.65)	\$ (40,683.58)	\$ (40,186.63)	\$ 6,784.97	\$ (2,867.17)	\$ (94,662.72)	\$ (243,614.20)	\$ (1,073,614.20)	\$ (1,478,614.20)	\$ (1,643,614.20)	(\$1,888,575.20)		