



Dear Fellow Skålleagues:

My name is Alton Hagen and I'm again asking for your support of my candidacy to continue as Skål USA's Vice-President – Finance.

Since I began attending AGM and NCM meetings in 2010 as the Kansas City Club's Representative, I've realized Skål USA's financial reporting and accounting procedures were not as aligned with Generally Accepted Accounting Principles (GAAP) as they could be. Over the past two years, we've made significant progress in this area and I wish to continue these efforts through 2018 and 2019 (as this position is now a two-year term).

As the founder and General Manager of an almost 30 year old Destination Management Company, I know from experience that an organization can't be successful and grow without knowing exactly where it is financially at any given time.

Nor can it be successful when expenses exceed income. Just because a budget is established for a coming fiscal year, doesn't mean it's OK to spend those funds if the revenue coming in is less than anticipated. Which is why I've focused my efforts these past two years in helping the Executive Committee "Manage to Revenue" rather than readjusting the annual budget or, worse, dipping in to reserve funds because expenses exceed income?

I currently serve or have served as VP-Finance for the following boards:

- Skål USA
  - 2 years
- ADMEI/Association of Destination Management Executives International
  - 2 years
- Overland Park (KS) CVB
  - 2 years
- ADMEI's Certification & Accreditation Board
  - 6 years
- PCMA – Heartland Chapter
  - 1 year
- MPI – Kansas City Chapter
  - 2 years
- Skål International – Kansas City
  - 2 years

As I've hopefully demonstrated these past two years, I'm determined that Skål USA will continue to be a fiscally responsible organization.

Thank you for your support,

Alton Hagen, CMP, DMCP