

**MCCVB Statement of Revenue and Expense  
For the Two Months ended August 31, 2017**

17-18 CM Actual	17-18 CM Budget	17-18 CM Variance	16-17 CM Actual		17-18 YTD Actual	17-18 YTD Budget	17-18 YTD Variance	16-17 YTD Actual	17-18 Budget	17-18 YTD % of Budget Reforecast	12 Month Forecast September 2017 - August 2018
				<b>Revenues</b>							
				Jurisdiction Investment							
99,406	99,406	0	99,406	Monterey County	198,813	198,813	0	198,813	1,192,875	16.67	1,192,875
0	0	0	0	City of Monterey	0	0	0	0	899,667	0.00	899,667
0	0	0	0	City of Carmel-by-the-Sea	44,214	44,214	0	41,914	176,857	25.00	178,891
0	0	0	0	City of Pacific Grove	28,393	28,393	0	27,289	113,571	25.00	113,491
0	0	0	0	City of Seaside	21,606	21,606	0	20,013	86,424	25.00	85,052
0	0	0	0	City of Salinas	78,034	78,034	0	18,194	78,034	100.00	86,418
0	0	0	0	City of Marina	15,930	15,930	0	14,980	63,718	25.00	64,578
0	0	0	0	City of Del Rey Oaks	1,000	1,000	0	1,000	1,000	100.00	1,000
0	0	0	0	Sand City	2,000	2,000	0	2,000	2,000	100.00	2,000
<b>99,406</b>	<b>99,406</b>	<b>0</b>	<b>99,406</b>	<b>Sub-Total Jurisdiction Investment</b>	<b>389,989</b>	<b>389,989</b>	<b>0</b>	<b>324,202</b>	<b>2,614,146</b>	<b>14.92</b>	<b>2,623,972</b>
				TID							
0	226,163	(226,163)	230,240	Monterey County	0	226,163	(226,163)	230,240	864,870	0.00	842,167
0	370,794	(370,794)	365,314	City of Monterey	0	370,794	(370,794)	365,314	2,077,583	0.00	2,072,072
52,269	53,145	(875)	52,359	City of Carmel-by-the-Sea	52,269	53,145	(875)	52,359	313,967	16.65	314,137
60,392	62,930	(2,539)	63,566	City of Pacific Grove	60,392	62,930	(2,539)	63,566	234,702	25.73	233,371
18,613	22,619	(4,006)	22,285	City of Seaside	34,449	43,323	(8,874)	42,683	255,862	13.46	256,728
0	80,650	(80,650)	79,458	City of Salinas	0	80,650	(80,650)	79,458	270,271	0.00	277,561
17,047	28,955	(11,908)	29,248	City of Marina	31,635	28,955	2,680	29,248	159,434	19.84	160,067
<b>148,321</b>	<b>845,256</b>	<b>(696,935)</b>	<b>842,470</b>	<b>Sub-Total TID</b>	<b>178,745</b>	<b>865,960</b>	<b>(687,214)</b>	<b>862,868</b>	<b>4,176,689</b>	<b>4.28</b>	<b>4,156,103</b>
				Private Revenue							
1,062	800	262	820	Marketing	2,160	1,400	760	2,706	23,625	9.14	24,385
12,000	22,100	(10,100)	10,000	Group Sales	12,000	22,100	(10,100)	10,000	128,000	9.38	117,900
925	1,080	(155)	975	New Membership	8,859	6,168	2,691	7,258	10,974	80.72	10,974
12,043	15,746	(3,704)	4,385	Renewal Membership	74,893	70,858	4,035	73,864	78,731	95.12	78,731
5,884	8,000	(2,116)	6,744	Annual Meeting	20,400	22,000	(1,600)	21,676	22,000	92.73	20,400
0	0	0	0	Visitor Services Ad Commission	0	0	0	0	30,650	0.00	30,650
7	10	(3)	8	Interest	15	20	(5)	16	190	7.81	185
0	0	0	0	Misc	0	0	0	0	5,400	0.00	5,400
<b>31,921</b>	<b>47,736</b>	<b>(15,816)</b>	<b>22,932</b>	<b>Sub-Total Private Revenue</b>	<b>118,327</b>	<b>122,546</b>	<b>(4,220)</b>	<b>115,520</b>	<b>299,570</b>	<b>39.50</b>	<b>288,625</b>
<b>279,648</b>	<b>992,398</b>	<b>(712,751)</b>	<b>964,809</b>	<b>Total Revenues</b>	<b>687,061</b>	<b>1,378,495</b>	<b>(691,434)</b>	<b>1,302,591</b>	<b>7,090,406</b>	<b>9.69</b>	<b>7,068,700</b>

**MCCVB Statement of Revenue and Expense  
For the Two Months ended August 31, 2017**

17-18 CM Actual	17-18 CM Budget	17-18 CM Variance	16-17 CM Actual		17-18 YTD Actual	17-18 YTD Budget	17-18 YTD Variance	16-17 YTD Actual	17-18 Budget	17-18 YTD % of Budget Reforecast	12 Month Forecast September 2017 - August 2018
				<b>Expenses</b>							
				<b>MARKETING COMMUNICATIONS</b>							
48,322	50,231	(1,909)	46,615	Salary	98,980	103,188	(4,208)	87,877	655,779	15.09	654,540
0	0	0	0	Incentive	0	0	0	0	71,686	0.00	71,686
3,930	5,143	(1,212)	3,912	Benefits	7,853	9,858	(2,005)	7,735	61,541	12.76	59,536
3,324	4,724	(1,399)	3,018	Taxes + Insurance	7,875	9,860	(1,985)	7,595	69,250	11.37	67,265
<b>55,577</b>	<b>60,097</b>	<b>(4,520)</b>	<b>53,545</b>	<b>Sub-Total Talent</b>	<b>114,708</b>	<b>122,906</b>	<b>(8,198)</b>	<b>103,207</b>	<b>858,255</b>	<b>13.37</b>	<b>853,027</b>
99,766	104,200	(4,434)	91,787	Advertising+Media Buys	123,016	127,700	(4,684)	357,223	593,900	20.71	589,216
16,564	16,150	414	0	Digital Marketing	16,964	16,300	664	0	187,600	9.04	188,264
27,700	27,700	0	21,857	Agency/Srvc Fees + Cntr	55,400	55,400	0	42,857	332,400	16.67	332,400
14,864	9,180	5,684	3,456	Production/Collateral	16,985	11,180	5,805	24,707	287,000	5.92	292,805
0	0	0	179	International	7,850	7,850	0	17,678	172,000	4.56	172,000
14,958	14,960	(2)	0	Research	26,928	26,930	(2)	11,970	128,741	20.92	128,739
0	0	0	0	Visitor Guide Distribution	5,599	5,600	(1)	31,009	14,856	37.69	14,855
6,095	5,750	345	2,326	Media Relations Programs	25,353	26,250	(897)	7,545	107,500	23.58	106,603
2,039	3,100	(1,061)	1,887	Media Tracking	10,471	11,700	(1,229)	10,242	33,700	31.07	32,471
500	500	0	0	Photography + Press Materials	1,000	1,000	0	0	6,000	16.67	6,000
4,938	4,938	0	5,800	Website/Digital	83,816	83,813	3	81,609	144,700	57.92	144,703
99	250	(151)	244	Dues + Subscriptions	99	250	(151)	1,094	1,289	7.68	1,138
0	100	(100)	388	Postage	0	200	(200)	505	1,200	0.00	1,000
298	100	198	1,776	Professional Development	2,423	2,225	198	3,332	12,821	18.90	13,019
486	356	130	516	Cell Phone Reimbursements	602	712	(110)	667	4,272	14.10	4,162
4,552	5,575	(1,023)	4,738	Travel + Entertainment	9,531	10,650	(1,119)	9,334	57,740	16.51	56,621
<b>192,858</b>	<b>192,859</b>	<b>(1)</b>	<b>134,954</b>	<b>Sub-Total Programs</b>	<b>386,035</b>	<b>387,760</b>	<b>(1,725)</b>	<b>599,772</b>	<b>2,085,719</b>	<b>18.51</b>	<b>2,083,994</b>
<b>248,435</b>	<b>252,956</b>	<b>(4,521)</b>	<b>188,499</b>	<b>Total Marketing Communications</b>	<b>500,743</b>	<b>510,666</b>	<b>(9,923)</b>	<b>702,979</b>	<b>2,943,975</b>	<b>17.01</b>	<b>2,937,021</b>

**MCCVB Statement of Revenue and Expense  
For the Two Months ended August 31, 2017**

17-18 CM Actual	17-18 CM Budget	17-18 CM Variance	16-17 CM Actual		17-18 YTD Actual	17-18 YTD Budget	17-18 YTD Variance	16-17 YTD Actual	17-18 Budget	17-18 YTD % of Budget Reforecast	12 Month Forecast September 2017 - August 2018
<b>SALES + GROUP SERVICES</b>											
66,229	68,299	(2,069)	68,936	Salary	130,076	134,352	(4,276)	138,360	923,330	14.09	958,467 ##
0	0	0	0	Incentive	300	0	300	0	189,748	0.16	190,048 ##
6,127	6,630	(503)	4,205	Benefits	8,408	11,731	(3,323)	10,500	78,361	10.73	75,038 ##
6,453	13,038	(6,585)	4,279	Taxes + Insurance	12,332	20,013	(7,680)	12,296	108,466	11.37	100,786 ##
<b>78,810</b>	<b>87,966</b>	<b>(9,157)</b>	<b>77,420</b>	<b>Sub-Total Talent</b>	<b>151,117</b>	<b>166,096</b>	<b>(14,979)</b>	<b>161,156</b>	<b>1,299,905</b>	<b>11.63</b>	<b>1,324,339</b>
0	0	0	3,000	Third Party Contract Support	0	0	0	6,500	0	0.00	0
34,840	34,950	(110)	67,223	Group Marketing	51,855	51,965	(110)	148,675	530,000	9.78	529,890
2,914	1,000	1,914	970	Memberships/Affiliations	6,009	3,875	2,134	5,050	14,930	40.25	17,064
0	0	0	0	Customer Advisory Board	0	0	0	0	21,000	0.00	21,000
5,096	5,100	(4)	1,000	E-Tools	12,280	12,500	(220)	9,883	57,000	21.54	56,780
4,322	5,000	(678)	2,909	Promo Items / Client Amenities	4,646	7,500	(2,854)	2,949	50,000	9.29	47,146
0	0	0	0	CVENT	56,722	54,000	2,722	53,457	54,000	105.04	56,722
14,739	20,850	(6,111)	44,192	Tradeshows + Sales Missions	34,267	42,075	(7,808)	77,408	305,700	11.21	297,892
18,722	24,250	(5,528)	7,801	Client Events	35,674	43,750	(8,076)	36,547	160,000	22.30	151,924
2,262	2,500	(238)	0	FAMs	2,516	5,000	(2,484)	812	133,500	1.88	131,016
8,000	8,000	0	12,638	Sponsorships	50,650	51,650	(1,000)	59,922	123,650	40.96	122,650
(355)	0	(355)	990	Site Visits	0	0	0	1,808	0	0.00	0
0	850	(850)	713	Conference Services	1,620	1,700	(80)	1,123	10,200	15.89	10,120
0	0	0	0	Housing Bureau	0	0	0	0	3,500	0.00	3,500
0	2,000	(2,000)	2,704	Opportunity Development	0	2,000	(2,000)	6,573	64,500	0.00	62,500
270	150	120	0	Postage	807	300	507	0	1,800	44.83	2,307
1,855	300	1,555	0	Professional Development	4,917	3,300	1,617	86	10,200	48.21	11,817
784	846	(62)	743	Cell Phone Reimbursements	1,169	1,692	(523)	1,853	10,152	11.51	9,629
2,811	6,000	(3,189)	6,861	Travel + Entertainment	4,116	10,500	(6,384)	8,271	60,000	6.86	53,616
<b>96,261</b>	<b>111,796</b>	<b>(15,535)</b>	<b>151,742</b>	<b>Sub-Total Programs</b>	<b>267,248</b>	<b>291,807</b>	<b>(24,559)</b>	<b>420,917</b>	<b>1,610,132</b>	<b>16.60</b>	<b>1,585,573</b>
<b>175,071</b>	<b>199,762</b>	<b>(24,692)</b>	<b>229,162</b>	<b>Total Sales + Group Services</b>	<b>418,365</b>	<b>457,903</b>	<b>(39,538)</b>	<b>582,073</b>	<b>2,910,037</b>	<b>14.38</b>	<b>2,909,912</b>

**MCCVB Statement of Revenue and Expense  
For the Two Months ended August 31, 2017**

17-18 CM Actual	17-18 CM Budget	17-18 CM Variance	16-17 CM Actual		17-18 YTD Actual	17-18 YTD Budget	17-18 YTD Variance	16-17 YTD Actual	17-18 Budget	17-18 YTD % of Budget Reforecast	12 Month Forecast September 2017 - August 2018
<b>MEMBERSHIP</b>											
4,436	4,671	(235)	4,345	Salary	9,186	9,633	(447)	8,589	61,021	15.05	60,849
0	0	0	0	Incentive	0	0	0	0	6,425	0.00	6,425
1,185	1,190	(5)	1,037	Benefits	2,307	2,275	32	2,072	13,519	17.07	13,551
223	683	(460)	87	Taxes + Insurance	571	1,152	(581)	387	6,569	8.69	5,988
<b>5,844</b>	<b>6,544</b>	<b>(700)</b>	<b>5,469</b>	<b>Sub-Total Talent</b>	<b>12,065</b>	<b>13,060</b>	<b>(996)</b>	<b>11,048</b>	<b>87,534</b>	<b>13.78</b>	<b>86,814</b>
20,983	31,349	(10,366)	1,920	Member Events	22,733	33,099	(10,366)	17,633	35,749	63.59	35,383
0	0	0	0	Collateral	0	0	0	0	700	0.00	700
0	0	0	0	Postage	0	0	0	0	450	0.00	450
0	0	0	0	Professional Development	0	0	0	0	0	0.00	0
80	80	0	80	Cell Phone Reimbursements	80	160	(80)	80	960	8.33	880
77	150	(73)	64	Travel + Entertainment	77	300	(223)	64	1,800	4.27	1,577
<b>21,140</b>	<b>31,579</b>	<b>(10,439)</b>	<b>2,064</b>	<b>Sub-Total Programs</b>	<b>22,890</b>	<b>33,559</b>	<b>(10,669)</b>	<b>17,778</b>	<b>39,659</b>	<b>57.72</b>	<b>38,990</b>
<b>26,984</b>	<b>38,123</b>	<b>(11,139)</b>	<b>7,533</b>	<b>Total Membership</b>	<b>34,955</b>	<b>46,619</b>	<b>(11,664)</b>	<b>28,826</b>	<b>127,193</b>	<b>27.48</b>	<b>125,805</b>
<b>VISITOR SERVICES</b>											
13,977	14,850	(873)	14,548	Salary	27,551	29,992	(2,441)	29,378	193,654	14.23	192,039
0	0	0	600	Incentive	0	0	0	675	11,028	0.00	11,028
1,565	1,755	(190)	929	Benefits	3,255	3,467	(213)	1,832	21,654	15.03	21,441
1,195	2,129	(934)	1,305	Taxes + Insurance	2,661	4,044	(1,383)	3,092	25,504	10.43	24,121
<b>16,737</b>	<b>18,735</b>	<b>(1,997)</b>	<b>17,383</b>	<b>Sub-Total Talent</b>	<b>33,466</b>	<b>37,503</b>	<b>(4,038)</b>	<b>34,977</b>	<b>251,840</b>	<b>13.29</b>	<b>248,629</b>
0	1,500	(1,500)	2,591	Visitor Center Collateral	2,151	2,000	151	2,617	10,000	21.51	10,151
0	0	0	0	Promotional Items	0	0	0	0	4,000	0.00	4,000
1,062	1,015	47	1,254	Visitor Center Facility	2,074	2,195	(121)	35,743	147,141	1.41	147,020
46	1,050	(1,004)	4,216	Postage	148	2,100	(1,952)	4,311	4,600	3.23	2,648
0	0	0	426	Professional Development	595	1,800	(1,205)	426	2,500	23.80	1,295
106	140	(34)	204	Cell Phone Reimbursements	161	280	(119)	327	1,680	9.59	1,561
125	615	(490)	15	Travel + Entertainment	712	730	(18)	27	1,880	37.86	1,862
<b>1,339</b>	<b>4,320</b>	<b>(2,981)</b>	<b>8,705</b>	<b>Sub-Total Programs</b>	<b>5,842</b>	<b>9,105</b>	<b>(3,263)</b>	<b>43,451</b>	<b>171,801</b>	<b>3.40</b>	<b>168,538</b>
<b>18,076</b>	<b>23,055</b>	<b>(4,979)</b>	<b>26,088</b>	<b>Total Visitor Services</b>	<b>39,308</b>	<b>46,608</b>	<b>(7,301)</b>	<b>78,429</b>	<b>423,641</b>	<b>9.28</b>	<b>417,167</b>

**MCCVB Statement of Revenue and Expense  
For the Two Months ended August 31, 2017**

17-18 CM Actual	17-18 CM Budget	17-18 CM Variance	16-17 CM Actual		17-18 YTD Actual	17-18 YTD Budget	17-18 YTD Variance	16-17 YTD Actual	17-18 Budget	17-18 YTD % of Budget Reforecast	12 Month Forecast September 2017 - August 2018
<b>ADMINISTRATION</b>											
27,525.65	27,087	439	27,343	Salary	56,644	54,209	2,435	51,996	352,359	16.08	356,493
0.00	0	0	0	Incentive	25	0	25	0	37,271	0.07	37,296
2,482.40	2,756	(273)	2,663	Benefits	3,557	4,847	(1,290)	5,315	30,522	11.65	29,232
1,988.97	3,690	(1,701)	1,122	Taxes + Insurance	4,695	6,399	(1,704)	3,341	36,260	12.95	34,556
<b>31,997</b>	<b>33,533</b>	<b>(1,536)</b>	<b>31,129</b>	<b>Sub-Total Talent</b>	<b>64,921</b>	<b>65,455</b>	<b>(534)</b>	<b>60,652</b>	<b>456,411</b>	<b>14.22</b>	<b>457,577</b>
0	400	(400)	0	Board of Directors	8	650	(642)	463	4,550	0.17	3,908
2,703	750	1,953	2,941	Community Relations/Goodwill	12,553	10,300	2,253	6,303	31,300	40.11	33,553
505	485	20	0	Memberships/Affiliations	12,735	10,750	1,985	34,500	14,698	86.64	16,683
28	50	(22)	836	Human Resource Programs	195	100	95	1,000	3,000	6.49	3,095
0	1,000	(1,000)	795	Professional Development	1,411	2,000	(589)	795	14,000	10.08	13,411
240	400	(160)	237	Cell Phone Reimbursements	470	800	(331)	716	4,800	9.78	4,470
1,663	1,900	(237)	4,808	Travel + Entertainment	5,070	4,900	170	5,148	25,000	20.28	25,170
10,160	5,000	5,160	525	Legal	10,160	5,000	5,160	525	9,000	112.89	14,160
0	0	0	0	Audit/Accounting	0	0	0	0	19,000	0.00	19,000
0	0	0	0	Benefits/HR Services	1,252	350	902	16,284	40,300	3.11	41,202
460	500	(40)	872	Payroll Services	949	1,000	(51)	1,275	6,100	15.56	6,049
0	1,800	(1,800)	0	Consulting/Facilitation	0	1,800	(1,800)	2,650	11,500	0.00	9,700
11,648	11,045	603	10,485	Lease/Rent/CAM	22,632	22,143	490	21,228	146,109	15.49	146,599
525	450	75	190	Janitorial/Maintenance	938	900	38	693	6,600	14.20	6,638
0	0	0	0	Operations Taxes	134	100	34	64	100	134.28	134
0	0	0	0	Operations Insurances	10,542	10,000	542	9,637	17,000	62.01	17,542
725	865	(140)	787	Internet/Phone Service	1,409	1,730	(321)	1,564	10,380	13.57	10,059
5,555	5,500	55	5,283	IT / Cloud Service	10,949	11,000	(51)	10,697	65,000	16.85	64,949
848	300	548	334	Banking / Merchant Services	1,458	600	858	768	4,600	31.69	5,458
1,196	610	586	679	Equipment Leasing/Maintenance	1,788	1,220	568	1,210	12,500	14.31	13,068
286	200	86	112	Stationery	485	400	85	139	5,500	8.83	5,585
355	600	(245)	490	Office Supplies	845	1,200	(355)	1,204	7,200	11.73	6,845
528	350	178	29	Conference/Break Rm Supplies	950	700	250	272	4,200	22.62	4,450
1,999	2,530	(531)	850	Computer/Software	7,938	8,310	(372)	1,700	23,460	33.84	23,088
0	0	0	0	Furniture/Fixtures	0	0	0	0	3,000	0.00	3,000
0	0	0	(51)	Postage, BM Permit, PO Box	(9)	0	(9)	(27)	2,000	(0.46)	1,991
<b>39,423</b>	<b>34,735</b>	<b>4,688</b>	<b>30,202</b>	<b>Sub-Total Programs</b>	<b>104,862</b>	<b>95,953</b>	<b>8,909</b>	<b>118,809</b>	<b>490,897</b>	<b>21.36</b>	<b>499,806</b>
<b>71,420</b>	<b>68,268</b>	<b>3,153</b>	<b>61,331</b>	<b>Total Administration</b>	<b>169,783</b>	<b>161,407</b>	<b>8,375</b>	<b>179,462</b>	<b>947,308</b>	<b>17.92</b>	<b>957,383</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Total Destination Salinas Agreement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
<b>539,986</b>	<b>582,164</b>	<b>(42,178)</b>	<b>512,614</b>	<b>Total Expenses</b>	<b>1,163,153</b>	<b>1,223,204</b>	<b>(60,051)</b>	<b>1,571,768</b>	<b>7,352,154</b>	<b>15.82</b>	<b>7,347,288</b>
<b>(260,338)</b>	<b>410,234</b>	<b>(670,573)</b>	<b>452,195</b>	<b>Net Retained</b>	<b>(476,092)</b>	<b>155,291</b>	<b>(631,383)</b>	<b>(269,177)</b>	<b>(261,748)</b>	<b>181.89</b>	<b>(278,588)</b>

## FY 2017-2018 August Financial Statements Variance Summary

**BUDGET - GENERAL NOTE:** References to budget refer to the budget with incremental spend approved by the Board in August 2017.

REVENUE		
TID / Private Revenue	CURRENT MONTH	YEAR TO DATE
Monterey County	\$0 received vs. budget of \$226,163	-\$226,163 variance Year to Date with \$203,459 received in September
City of Monterey	\$0 received vs. budget of \$370,794	-\$370,794 variance Year to Date with \$365,283 received in September
City of Carmel	\$52,269 received vs. budget of \$53,145	-\$875 variance Year to Date
City of Pacific Grove	\$60,392 received vs. budget of \$62,930	-\$2,539 variance Year to Date
City of Seaside	\$18,613 received vs. budget of \$22,619	-\$8,874 variance Year to Date
City of Salinas	\$0 received vs. budget of \$80,650	-\$80,650 variance Year to Date with \$87,940 received in September
City of Marina	\$17,047 received vs. budget of \$28,955	\$2,860 variance Year to Date
Private Revenue	<p><b>Group Sales:</b> Participation in Connect and accompanying co-op cancelled -\$4K, Minnesota sales mission co-op cancelled -\$2K, SF sales mission refunded to participants due to lack of client participation -\$4K</p> <p><b>Renewal Membership:</b> August renewals under budgeted amount due to timing</p>	<p><b>Group Sales:</b> Participation in Connect and accompanying co-op cancelled -\$4K, Minnesota sales mission co-op cancelled -\$2K, SF sales mission refunded to participants due to lack of client participation -\$4K</p> <p><b>New Membership:</b> New Memberships year to date ahead of pace due to large amount of deferred revenue from 14 sign ups in June</p> <p><b>Renewal Membership:</b> Renewals year to date ahead of projected pace</p>



**EXPENSE - GENERAL NOTE:** Postage, Professional Development, Cell Phone Reimbursements and Travel/Entertainment budgets have been allocated evenly by month or quarter and will (in most cases) have variances between budget and actual both in the current month and year to date due to use/activity timing.

EXPENSE		
<b>Marketing Communications</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>
Production/Collateral	Overspent with Fall Campaign Asset and Annual Luncheon Video creation but plan to make up with savings elsewhere	Same as current month
Media Tracking	Savings from better management of story search parameters	Savings from better management of story search parameters
<b>Sales + Group Services</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>
Memberships/Affiliations	Timing of invoices – earlier than planned payment of Destination Reps, NTA, and MPI	Timing of invoices – earlier than planned payment of Destination Reps, NTA, and MPI
Promo Items		No need to restock inventory of promo items, will spend in September
CVENT		Slightly higher cost than planned due to inclusion of video content
Tradeshows + Sales Missions	Timing of ASAE Annual Meeting expenses, cancelled participation in Connect	Cancelled participation in Connect
Client Events	Underspent due to savings on San Francisco client event and lower prepayments than planned for future client events	Underspent due to savings on San Francisco client event and lower prepayments than planned for future client events offset by higher spend than budgeted on UK sales mission
FAMs		July budget not used for site visits of clients and Tour and Travel FAM
Site Visits	July Site visits re-classified to FAMs	
Opportunity Development	No groups required funding	No groups required funding

<b>Membership</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>
Member Events	Savings on annual luncheon through discounted AV via sponsorship and no speaker which was budgeted	Savings on annual luncheon through discounted AV via sponsorship and no speaker which was budgeted
<b>Visitor Services</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>
Visitor Center Collateral	Budget vs need timing	
<b>Administration</b>	<b>CURRENT MONTH</b>	<b>YEAR TO DATE</b>
Community Relations/Goodwill	Over spent due to timing of opportunity funds budgeted later in the year but used in August for sponsorship of MCHA golf tournament hole and travel to Chicago for support of MRY with United Airlines	Same as current month
Memberships/Affiliations		DMA West membership omitted from forecast
Legal	Unplanned legal fee for TID consulting	Unplanned legal fee for TID consulting
Consulting/Facilitation	Services timing delayed due to position transitions; expect leadership coaching invoice in 2 <sup>nd</sup> or 3 <sup>rd</sup> Quarter	Services timing delayed due to position transitions; expect leadership coaching invoice in 2 <sup>nd</sup> or 3 <sup>rd</sup> Quarter



**MCCVB  
Balance Sheet**

	August 31, 2017	July 31, 2017	Change
<b>ASSETS</b>			
<b>Current Assets</b>			
Union Bank - Checking	\$ 479,273	\$ 459,476	\$ 19,798
Union Bank - Money Market	20,258	20,257	1
Rabobank - Checking	67,613	67,613	0
Rabobank - Money Market	51,658	51,651	7
Petty Cash	313	182	132
PayPal Cash Balance	11,370	6,565	4,805
<i>Sub-Total Cash</i>	<i>630,485</i>	<i>605,743</i>	<i>24,742</i>
Accounts Receivable	77,479	341,998	(264,520)
TID Receivable	835,427	835,427	0
<i>Sub-Total Receivables</i>	<i>912,905</i>	<i>1,177,425</i>	<i>(264,520)</i>
<b>Total Current Assets</b>	<b>1,543,390</b>	<b>1,783,168</b>	<b>(239,778)</b>
<b>Property and Equipment</b>			
Furniture & Fixtures	113,001	113,001	0
Computers/Equipment	243,047	243,047	0
Accumulated Depreciation	(294,703)	(294,703)	0
Leasehold Improvements	3,158	3,158	0
<b>Total Property and Equipment</b>	<b>64,502</b>	<b>64,502</b>	<b>0</b>
<b>Other Assets</b>			
Tradeshaw Deposits	49,065	49,065	0
Prepaid Expenses	20,032	25,805	(5,773) Release luncheon and Minnesota client event expenses
Lease Deposit	11,000	11,000	0
<b>Total Other Assets</b>	<b>80,097</b>	<b>85,870</b>	<b>(5,773)</b>
<b>Total Assets</b>	<b>\$ 1,687,990</b>	<b>\$ 1,933,540</b>	<b>(\$ 245,550)</b>
<b>LIABILITIES AND CAPITAL</b>			
<b>Current Liabilities</b>			
Accounts Payable	\$ 241,609	\$ 141,651	\$ 99,958
Accrued Liability	6,750	18,979	(12,229) August Reverse items accrued for FY1617 that were invoiced in August
Accrued Incentive	0	85,184	(85,184) August Reverse incentives accrued for FY1617 that were paid in August
Accrued 401K	0	447	(447) August Reverse 401K on incentives that were accrued for FY1617 that were paid in August
Accrued Vacation	59,424	59,424	0
Deferred Revenue	64,328	51,638	12,690 Accrue for future sales events invoiced in August offset somewhat by membership renewals paid in August
<b>Total Current Liabilities</b>	<b>372,111</b>	<b>357,323</b>	<b>14,788</b>
<b>Capital</b>			
Beginning Balance Equity	568,247	568,247	0
Net Assets	1,223,723	1,223,723	0
Net Income	(476,092)	(215,754)	(260,338) August Net Retained
<b>Total Capital</b>	<b>1,315,878</b>	<b>1,576,217</b>	<b>(260,338)</b>
<b>Total Liabilities &amp; Capital</b>	<b>\$ 1,687,990</b>	<b>\$ 1,933,540</b>	<b>(\$ 245,550)</b>

**MCCVB**  
**Aged Receivables**  
**August 31, 2017**

<b>Customer</b>	<b>Current</b>	<b>1-30</b>	<b>31-60</b>	<b>61+</b>	<b>Amount Due</b>	<b>Comment</b>
AG Venture Tours		69			69	Paid in September
Asilomar Conference Center	4,300	859			5,159	Paid in September
Attendee		128			128	Turlington pd in Sep, Limas reminder emailed 9/15/17
Monterey Tides	1,000	550		285	1,835	\$550 paid in September - emailed reminder for other 9/20/17
Carmel Mission Inn	5,000				5,000	
City of Del Rey Oaks		1,000			1,000	Paid in September
City of Salinas		69			69	Paid in September
City of Seaside		21,606			21,606	
Corral de Tierra Country Club		128			128	Half paid, half duplicate invoice credited in September
Destination Analysts		500			500	Paid in September
Embassy Suites Monterey Bay-Seas	1,000	1,272			2,272	\$472 paid in September other event postponed
Folktales Winery	3,000	500			3,500	Paid in September
Hampton Inn & Suites Salinas		59			59	Paid in September
Hilton Garden Inn		236			236	Paid in September
Hotel Abrego		1,159			1,159	Paid in September
Hotel Pacific	1,000			3,000	4,000	Check lost - emailed reminder 9/20/17
Hyatt Regency Monterey	3,500	800			4,300	\$800 needs correction to \$500
Inns of Monterey	1,000	276			1,276	Emailed reminder 9/15/17
InterContinental The Clement	2,500	236			2,736	Paid in September
Max Fit - Meals			100		100	Paid in September
Mazda Raceway Laguna Seca		59			59	Paid in September
Mirabel Hotel & Restaurant Group		138			138	Emailed reminder 9/15/17
Monterey Museum of Art		69			69	Emailed reminder 9/15/17
Monterey Conference Center	2,000				2,000	
Monterey Marriott	(500)	800			300	Silicon Valley event postponed
Monterey Plaza Hotel & Spa			2,000		2,000	Emailed reminder 9/20/17
Pebble Beach Resorts	3,000				3,000	
Poppy Hills Golf Course		59			59	Emailed reminder 9/15/17
Portola Hotel & Spa	2,800				2,800	
Quail Lodge Resort & Golf Club		69			69	Emailed reminder 9/15/17
San Francisco Chronicle		1,000			1,000	Emailed reminder 9/20/17
The Perfect Crumb Bakery Inc.		125			125	On payment plan
Visit Carmel		550			550	Paid in September
Membership paid in Spetember				2,909	2,909	Paid in September
Membership on payment plan				400	400	On payment plan
Membership promised to pay				3,510	3,510	
Membership unresponsive				3,359	3,359	
<b>Report Total</b>	<b>29,600</b>	<b>32,316</b>	<b>2,100</b>	<b>13,463</b>	<b>77,479</b>	

**MCCVB**  
**Aged Receivables**  
**August 31, 2017**

Customer	Current	1-30	31-60	61+	Amount Due	Comment
					-	
Abalonetti Bar and Grill				325	325	
Carmel Bach Festival				325	325	
Fast Raft Marine Eco-Tours				325	325	
Happy Girl Kitchen				325	325	
La Balena				325	325	
Monterey Bay Aquarium				325	325	
Paluca Trattoria				325	325	
Siamese Bay Thai Cuisine				325	325	
Vesuvio Ristorante				309	309	
<b>Membership Paid After 8/31/17</b>			-	<b>2,909</b>	<b>2,909</b>	
<hr/>						
Cheesecake Dreamations				125	125	
Lisa's Studio				275	275	
<b>Membership on Payment Plan</b>				<b>400</b>	<b>400</b>	
<hr/>						
Amtrak				325	325	
Boardwalk Sub Shop				309	309	
Cannery Row Brewing Company				325	325	
Employnet				325	325	
LMA Film and Video				325	325	
Mazda Raceway Laguna Seca				325	325	
Monterey Guided Wine Tours				325	325	
Pebble Beach Food and Wine				293	293	
Restaurant 1833				309	309	
The Spa at the InterContinental				325	325	
Thomas Brand Consulting				325	325	
<b>Membership Promised to Pay</b>	-	-	-	<b>3,510</b>	<b>3,510</b>	
<hr/>						
Bittner Fine Pens and Paper				325	325	
Holman Ranch Tasting Patio				309	309	
Holman Ranch Tavern				325	325	
Kraftbar				450	450	
Monterey Amberjacks				325	325	
Monterey County Symphony Assn., Inc.				325	325	
Revvim				325	325	
Robin Sevrina Events				325	325	
Roux Restaurant				325	325	
Teaz-N-Pleaz				325	325	
<b>Membership Unknown Status</b>	-	-	-	<b>3,359</b>	<b>3,359</b>	

**MCCVB**  
**Aged Payables**  
**As of August 31, 2017**

<b>Vendor</b>	<b>0 - 30</b>	<b>31 - 60</b>	<b>61 - 90</b>	<b>Over 90 days</b>	<b>Amount Due</b>	<b>Comment</b>
Allyson Ryan	93				93	
Anthem Blue Cross	2,256				2,256	
Ashley Burnett	150				150	
BurrellesLuce Media Analysis	2,039				2,039	
Business Cards	37,771				37,771	
Destinations International	7,150				7,150	
DMT Imaging	350				350	
Eastwest Marketing Corp.	61				61	
Embassy Suites	1,200				1,200	
FedEx Office	17				17	
First Choice Services	294				294	
First Communications, LLC	19				19	
Geiger	639				639	
Great American Insurance Co.	1,319				1,319	
Howard Munves	204	(57)			147	Employee reimbursement netted off with payment in September
Jennifer Hord	2,228				2,228	
Joe Marcy	239				239	
Joselyn Ignacio	9				9	
Justin Robinson	698				698	
Lion Tours	7,550				7,550	
Marissa Reader	80				80	
Mark McMinn	(3)				(3)	
MMGY Global, LLC	144,757				144,757	
Monterey County Weekly	199				199	
Monterey Signs	321				321	
MPI Arizona Sunbelt	3,000				3,000	
MPI SoCal Chapter	5,000				5,000	
Parasol	7,770				7,770	
PG&E	253				253	
Purchase Power	796				796	
Quill Corporation	266				266	
Rapid Printers of Monterey	102				102	
Ready Refresh	46				46	
Rob O'Keefe	(10)				(10)	
Roko Media Group LLC	7,082				7,082	
Sammy Ramos	342				342	
Silveira Building Services, LLC	400				400	
Staples Advantage	67				67	
Social Reality, Inc.	6,872				6,872	
UPS	20				20	
USAE	20				20	
<b>Report Total</b>	<b>241,666</b>	<b>-57</b>			<b>241,609</b>	

2017 - 18 TRADE SHOWS		Actual	Budget	Variance					
Month	Description	YTD Aug	YTD Aug	YTD Aug	Expected Results (in lead room nts)	Actual Results (in lead room Nts)	YTD Actual Revenue	Annual Budget Revenue	YTD Revenue Variance
Aug-17	ASAE Annual Expo	\$ 25,184	\$ 22,400	\$ 2,784	5,000	2,960	\$ 12,000	\$ 12,500	\$ (500)
Aug-17	Connect	\$ -	\$ 8,400	\$ (8,400)	1,000	-	\$ -	\$ 4,000	\$ (4,000)
Oct-17	IMEX	\$ 2,104	\$ 2,250	\$ (146)	5,000	-		\$ 24,000	
Dec-17	CalSAE Seasonal Spectacular	\$ 5,959	\$ 5,900	\$ 59	5,000	-		\$ 10,000	
Dec-17	Holiday Showcase	\$ 330	\$ 500	\$ (170)	5,000	-		\$ 2,000	
Jan-18	PCMA	\$ -	\$ 1,000	\$ (1,000)	100	-		\$ 2,000	
Jan-18	Go West Summit	\$ -	\$ 525	\$ (525)	200	-			
Feb-18	PMPI MACE	\$ -	\$ 75	\$ (75)	1,500	-			
Feb-18	NTA Annual Conference	\$ 689	\$ 250	\$ 439	200	-			
Feb-18	MPI NCC	\$ -	\$ 500	\$ (500)	3,000	-		\$ 7,000	
Feb-18	NAJ Receptive Operator Summit	\$ -	\$ 125	\$ (125)	200	-			
Feb-18	MPI Cascadia & Sales Mission	\$ -	\$ 150	\$ (150)	1,000	-		\$ 1,000	
Mar-18	NAJ Active America Chinese Rec	\$ -	\$ -	\$ -	TBA	-			
Mar-18	Destinations Showcase DC	\$ -	\$ -	\$ -	2,500	-			
Mar-18	MPI-RMC MIC Conf & TS	\$ -	\$ -	\$ -	1,000	-			
Mar-18	Experient's Envision Conf	\$ -	\$ -	\$ -	2,500	-			
Mar-18	MPISSN Trade Show	\$ -	\$ -	\$ -	1,000	-		\$ 1,000	
Mar-18	Conf Direct Annual Mtg	\$ -	\$ -	\$ -	2,500	-			
Apr-18	HelmsBriscoe Annual Bus Conf	\$ -	\$ -	\$ -	2,500	-			
Apr-18	Meetings Mean Business	\$ -	\$ -	\$ -	1,500	-			
May-18	Successful Meetings Dest CA	\$ -	\$ -	\$ -	3,000	-			
May-18	IPW - Pow Wow	\$ -	\$ -	\$ -	2,500	-		\$ 24,000	
Jun-18	IAGTO North America Convention	\$ (0)	\$ -	\$ (0)	500	-			
Jun-18	MPI WEC	\$ -	\$ -	\$ -	500	-			
	Total	\$ 34,267	\$ 42,075	\$ (7,808)	47,200	2,960	\$ 12,000	\$ 87,500	\$ (4,500)

2017 - 18 CLIENT EVENTS		Actual	Budget	Variance					
Month	Description	YTD Aug	YTD Aug	YTD Aug	Expected Results (in lead room nts)	Actual Results (in lead room Nts)	YTD Actual Revenue	Annual Budget Revenue	YTD Revenue Variance
Jul-17	Visit UK Europe	\$ 9,190	\$ 5,000	\$ 4,190	TBA	-			
Aug-17	Minnesota Sales Mission	\$ 6,631	\$ 6,750	\$ (119)	TBA	-	\$ -	\$ 1,600	\$ (1,600)
Aug-17	San Francisco Sales Mission 1	\$ 640	\$ 6,750	\$ (6,110)	2,000	553	\$ -	\$ 4,000	\$ (4,000)
Sep-17	Silicon Valley Sales Mission	\$ -	\$ 3,375	\$ (3,375)	500	-		\$ 2,500	
Sep-17	LA/OC Sales Mission	\$ 7,193	\$ 4,500	\$ 2,693	2,500	-		\$ 4,000	
Sep-17	Boston Sales Mission	\$ -	\$ 3,375	\$ (3,375)	TBA	-		\$ 1,600	
Oct-17	Northwest Sales Mission	\$ 2,575	\$ -	\$ 2,575	TBA	-		\$ 3,200	
Oct-17	Philly Sales Mission	\$ -	\$ 1,500	\$ (1,500)	TBA	-		\$ 1,600	
Oct	East-West Marketing China SM	\$ 8,944	\$ 9,000	\$ (56)	400	-			
Oct-17	NY Sales Mission	\$ -	\$ 1,500	\$ (1,500)	TBA	-			
Oct-17	Texas Sales Mission Hou/DFW	\$ -	\$ 1,500	\$ (1,500)	TBA	-		\$ 2,000	
Nov-17	Sacramento Sales Mission	\$ -	\$ 500	\$ (500)	TBA	-		\$ 4,800	
Dec-17	East Bay Sales Mission				500	-			
Dec-17	Chicago Sales Mission	\$ -	\$ -	\$ -	5,000	-		\$ 3,200	
Jan-18	AZ Sales Mission	\$ -	\$ -	\$ -	TBA	-		\$ 1,600	
Jan-18	San Francisco Sales Mission 2	\$ -	\$ -	\$ -	TBA	-		\$ 4,000	
Jan-18	Sacramento Client Event Interactive	\$ 500	\$ -	\$ 500	1,250	-			
Feb-18	Visit CA Canada Sales Mission	\$ -	\$ -	\$ -	200	-			
Feb-18	Ohio Sales Mission	\$ -	\$ -	\$ -	TBA	-		\$ 1,600	
Mar-17	Visit CA Mexico Sales Mission	\$ -	\$ -	\$ -	200	-			
Apr-18	Midwest Sales Mission	\$ -	\$ -	\$ -	TBA	-		\$ 1,600	
May-18	DC Sales Mission	\$ -	\$ -	\$ -	TBA	-		\$ 3,200	
	Total	\$ 35,674	\$ 43,750	\$ (8,076)	12,550	553	\$ -	\$ 40,500	\$ (5,600)



2017 - 18 SPONSORSHIPS		Actual	Budget	Variance					
Month	Description	YTD Aug	YTD Aug	YTD Aug	Expected Results (in lead room nts)	Actual Results (in lead room Nts)	YTD Actual Revenue	Annual Budget Revenue	YTD Revenue Variance
Jul-17	SITE Chapter TX	\$ -	\$ -	\$ -	TBA	-			
Jul-17	CalSAE Premier Sponsorship	\$ 15,000	\$ 15,000	\$ -	1,500	-			
Jul-17	PCMA NCC Premier	\$ -	\$ -	\$ -	500	1,189			
Jul-17	AZMPI Gold Sponsor	\$ 3,000	\$ 3,000	\$ -	TBA	-			
Jul-17	SITE Chapter SOCAL	\$ -	\$ -	\$ -	TBA	-			
Jul-17	SF Travel Partners	\$ 5,650	\$ 5,650	\$ -	TBA	-			
Jul-17	Helms Briscoe Preferred Prtnr	\$ 18,000	\$ 18,000	\$ -	20,000	4,939			
Jul-17	PCMA GMW Sustaining Sponsor	\$ -	\$ -	\$ -	TBA	-			
Jul-17	SITE Chapter MN	\$ -	\$ -	\$ -	TBA	-			
Jul-17	Site Chapter Norcal	\$ -	\$ -	\$ -	TBA	-			
Jul-17	MPI So CAL	\$ 5,000	\$ 5,000	\$ -	TBA	-			
Jul-17	PCMA CAP CHAP Silver Level	\$ -	\$ -	\$ -	N/A	N/A			
Jul-17	MPINCC Gold Level	\$ -	\$ -	\$ -	150	-			
Jul-17	MPISSN	\$ 4,000	\$ 5,000	\$ (1,000)	TBA	-			
Mar-18	CalSAE ELEVATE	\$ -	\$ -	\$ -	TBA	300			
Mar-18	California Cup	\$ -	\$ -	\$ -	200	-			
Jan-18	MPISSN Crab Feed	\$ -	\$ -	\$ -	2,500	-			
	Total	\$ 50,650	\$ 51,650	\$ (1,000)	24,850	6,428	\$ -	\$ -	\$ -

TID Received and Budgeted  
Fiscal Year 17-18

		7/16	8/16	16-17 YTD Aug	17-Jul	17-Aug	17-18 YTD Aug	Over (under) previous YTD
	<b>TID</b>							
Received	Monterey County		230,240	230,240			-	(230,240)
For What Period			Apr-Jun					
Rooms @ \$2			103,767					
Rooms @ \$1			25,002					
Budgeted			230,240	230,240	-	226,163	226,163	(4,078)
Received	City of Monterey		365,314	365,314			-	(365,314)
For What Period			May-Jun					
Rooms @ \$2								
Rooms @ \$1								
Budgeted			365,314	365,314	-	370,794	370,794	5,480
Received	City of Carmel		52,359	52,359		52,269	52,269	(90)
For What Period			May-Jun			May-Jun		
Rooms @ \$2								
Rooms @ \$1								
Budgeted			52,359	52,359	-	53,145	53,145	785
Received	City of Pacific Grove		63,566	63,566		60,392	60,392	(3,174)
For What Period			Apr-Jun			Apr-Jun		
Rooms @ \$1								
Rooms @ \$ 0.50								
Budgeted			63,566	63,566	-	62,930	62,930	(636)
Received	City of Seaside	20,398	22,285	42,683	15,836	18,613	34,449	(8,234)
For What Period		May	Jun		May	June		
Rooms @ \$2		5,903	6,154			4,157		
Rooms @ \$1		8,798	10,202			10,487		
Budgeted		20,398	22,285	42,683	20,704	22,619	43,323	640
Received	City of Salinas		79,458	79,458			-	(79,458)
For What Period			Apr-Jun					
Rooms @ \$2								
Rooms @ \$1								
Budgeted			79,458	79,458	-	80,650	80,650	1,192
Received	City of Marina		29,248	29,248	14,589	17,047	31,635	2,388
For What Period			May-Jun		May	Jun		
Rooms @\$2								
Rooms @ \$1								
Budgeted			29,248	29,248	-	28,955	28,955	(292)
		20,398	842,470	862,868	30,425	148,321	178,745	(684,123)
		20,398	842,470	862,868	20,704	845,256	865,960	3,091

**MONTEREY**  
 Monterey County Convention  
 & Visitors Bureau

**MCCVB Marketing Communications ROI FY2017-18**

Date(s) of Event	Description	Budget	Actual Cost	Expected results			Actual Results			Notes/Recommendation	Target audience
				Social Impressions	Earned Media Impressions*	Other	Social Impressions	Earned Media Impressions*	Other		
Nov-17	Air China FAM (Team San Jose)	\$ 5,000			1,000,000					We are working in partnership with Team San Jose and Air China.	China media.
Sept.-Nov., 2017	Fall campaign and sweepstakes	\$ 200,000	\$ 62,649	120,000		Custom Content Reads = 5M; Newsletter Signups = 500; Sweepstakes entries = 30k; Overall impressions= 25M; Landing page visits = 120K				Full media campaign including a sweepstakes and paid influencer element	California, short haul, long haul, national
Oct-17	Big Sur promotion -bridge reopening	\$ 65,000									California, short haul, long haul, national
Oct-17	Big Sur SMT/FAM	\$ 15,000				350,000				In an effort to promote that the bridge is open.	Regional/National Media
Oct. 15 - 20, 2017	VCA Canada media mission	\$ 5,500				30,000				Continue building relationships with journalists and social influencers in the Canadian market in an effort for them to visit on a FAM trip and include Monterey County in future stories.	Media and social influencers in the Canadian Market - Toronto, Calgary and Vancouver
Nov. 29- Dec. 1	VCA Seattle Media Boot Camp	\$ 3,250				25,000				Build relationships with media and social influencers in the Pacific Northwest.	Media and social influencers in Seattle and Pacific Northwest
Dec. 2017 - Feb. 2018	Winter campaign and sweepstakes	\$ 171,000		120,000		Landing page visits = 130k; Newsletter Signups = 500; Sweepstakes entries = 40k				Full media campaign including a sweepstakes	California, short haul, long haul, national
January 2018	MCC Grand opening promotion	\$ 27,000		300,000	10,000						
January 2018	Paid content activation - social influencers	\$ 30,000			500,000						
Winter 2017-18	Brand USA W. Canada Multi-Channel campaign	\$ 13,440				Clicks/Estimated Impressions: 4,000/1,400,000					
Winter 2017-18	Brand USA UK Multi-Channel campaign	\$ 20,480				Clicks/Estimated Impressions: 4,000/1,000,000					
Filming Sept. 10 - 15; Aired Feb. 2018	VCA/Samantha Brown Show	\$ 3,500	\$5,135		350,000					Sponsored by Visit CA, we are assisting, in an effort to promote Big Sur and the Highway 1 Road Trip. To air on PBS February 2018.	National - to air on PBS in February 2018
TBD	NYC Pop-up event	\$ 60,000		400,000	30,000						
TBD	Spring pop-up event	\$ 60,000		400,000	30,000						
February 2018	Brand USA Mexico Multi-Channel campaign	\$ 11,700				Clicks/Estimated Impressions: 4,000/1,400,000					
April 2018	Paid content activation - social influencers	\$ 30,000			500,000						
Mar.-June 2018	Spring campaign	\$ 177,000		120,000						Full media campaign	California, short haul, long haul, national
May 2018	VCA LA Media Reception	\$ 3,250			30,000					Continue building relationships with media and social influencers in the LA market.	Media and social influencers in Los Angeles

\*Social impressions= The number of people who could have seen the content (reach) + the number of times (frequency) the content was shown. \*Social engagements= The number of likes, comments and shares the content received. Earned Media Impressions = Impressions.