

	17-18 Reforecast	Variance Notes	17-18 Budget
Revenues			
Jurisdiction Investment			
Monterey County	1,192,875	0	1,192,875
City of Monterey	899,667	0	899,667
City of Carmel-by-the-Sea	176,857	0	176,857
City of Pacific Grove	113,571	0	113,571
City of Seaside	86,424	0	86,424
City of Salinas	78,034	0	78,034
City of Marina	63,718	0	63,718
City of Del Rey Oaks	1,000	0	1,000
Sand City	2,000	0	2,000
Sub-Total Jurisdiction Investment	2,614,146	0	2,614,146
TID			
Monterey County	799,991	(64,879)	864,870
City of Monterey	2,023,649	(53,934)	2,077,583
City of Carmel-by-the-Sea	300,696	(13,272)	313,967
City of Pacific Grove	244,775	10,073	234,702
City of Seaside	214,226	(41,636)	255,862
City of Salinas	282,065	11,794	270,271
City of Marina	174,008	14,574	159,434
Sub-Total TID	4,039,409	(137,280)	4,176,689
Private Revenue			
Marketing	28,709	5,084	23,625
Group Sales	127,350	(650)	128,000
New Membership	13,233	2,259	10,974
Renewal Membership	78,159	(572)	78,731
Annual Meeting	20,331	(1,669)	22,000
Visitor Services Ad Commission	30,037	(613)	30,650
Interest	85	(105)	190
Misc	6,091	691	5,400
Sub-Total Private Revenue	303,995	4,425	299,570
Total Revenues	6,957,551	(132,855)	7,090,406

Expenses	17-18 Reforecast	Variance Notes	17-18 Budget
MARKETING COMMUNICATIONS			
Salary	631,306	(24,473)	655,779
Incentive	62,207	(9,479)	71,686
Benefits	54,936	(6,605)	61,541
Taxes + Insurance	62,358	(6,892)	69,250
Sub-Total Talent	810,807	(47,449) Vacancy and not allocating executive services manager from admin	858,255
Advertising+Media Buys	574,260	(19,640) Projected underspend due to less reliance in traditional media, shifting dollars to support social and search paid media. See Digital Marketing line.	593,900
Digital Marketing	203,923	16,323 Projected overspend due to shifting dollars to support additional social and digital ads, spending less in traditional media. See Advertising/media line.	187,600
Agency/Srvc Fees + Cntr	332,400	0	332,400
Production/Collateral	255,674	(31,326) Original plans for pop-up activation canceled, leaving surplus.	287,000
International	149,797	(22,203) Underspend due to no co-op with SJ/SC, DCI/CCTC due to lack of participation. Lower retainer for East West; received make-good on Trip Advisor CCTC co-op.	172,000
Research	128,739	(2)	128,741
Visitor Guide Distribution	14,855	(1)	14,856
Media Relations Programs	125,000	17,500 Additional funds needed to boost media relations programs, e.g. spring SMT and Media FAM; need additional contractor help due to staff transition offset by SIBT savings	107,500
Media Tracking	35,700	2,000 Projected overspend due to media tracking required for additional press releases needed to promote winter off-season	33,700
Photography + Press Materials	6,000	0	6,000
Website/Digital	144,210	(490)	144,700
Dues + Subscriptions	1,138	(151)	1,289
Postage	600	(600)	1,200
Professional Development	11,756	(1,065)	12,821
Cell Phone Reimbursements	4,133	(139)	4,272
Travel + Entertainment	54,600	(3,140)	57,740
Sub-Total Programs	2,042,786	(42,934)	2,085,719
Total Marketing Communications	2,853,592	(90,382)	2,943,975

	17-18 Reforecast	Variance Notes	17-18 Budget
SALES + GROUP SERVICES			
Salary	904,340	(18,991)	923,330
Incentive	152,238	(37,510)	189,748
Benefits	76,620	(1,741)	78,361
Taxes + Insurance	95,299	(13,166)	108,466
Sub-Total Talent	1,228,497	(71,408) Vacancy and not allocating executive services manager from admin	1,299,905
Third Party Contract Support	0	0	0
Group Marketing	597,537	67,537	530,000
Memberships/Affiliations	17,457	2,527	14,930
Customer Advisory Board	21,000	0	21,000
E-Tools	32,041	(24,959)	57,000
Promo Items / Client Amenities	38,164	(11,836)	50,000
CVENT	56,722	2,722	54,000
Tradeshows + Sales Missions	320,097	14,397	305,700
Client Events	137,124	(22,876)	160,000
FAMs	133,500	(0)	133,500
Sponsorships	95,331	(28,319)	123,650
Site Visits	797	797	0
Conference Services	12,335	2,135	10,200
Housing Bureau	3,500	0	3,500
Opportunity Development	62,280	(2,220)	64,500
Postage	4,034	2,234	1,800
Professional Development	12,943	2,743	10,200
Cell Phone Reimbursements	8,035	(2,117)	10,152
Travel + Entertainment	58,495	(1,505)	60,000
Sub-Total Programs	1,611,391	1,259	1,610,132
Total Sales + Group Services	2,839,888	(70,149)	2,910,037

	17-18 Reforecast	Variance	Notes	17-18 Budget
MEMBERSHIP				
Salary	58,035	(2,985)		61,021
Incentive	5,383	(1,042)		6,425
Benefits	13,636	117		13,519
Taxes + Insurance	5,149	(1,421)		6,569
Sub-Total Talent	82,203	(5,331)	Not allocating executive services manager from admin	87,534
Member Events	23,406	(12,343)	Annual meeting savings AV comped	35,749
Collateral	700	0		700
Postage	450	0		450
Professional Development	0	0		0
Cell Phone Reimbursements	960	0		960
Travel + Entertainment	1,663	(137)		1,800
Sub-Total Programs	27,179	(12,480)		39,659
Total Membership	<u>109,382</u>	(17,811)		<u>127,193</u>

VISITOR SERVICES

Salary	183,696	(9,958)	Less offsite events	193,654
Incentive	8,757	(2,271)		11,028
Benefits	21,274	(381)		21,654
Taxes + Insurance	22,332	(3,172)		25,504
Sub-Total Talent	236,058	(15,782)	Vacancy and not allocating executive services manager from admin	251,840
Visitor Center Collateral	11,434	1,434	New brochures replacing visitor guide	10,000
Promotional Items	4,000	0		4,000
Visitor Center Facility	147,868	727	New janitorial service	147,141
Postage	3,903	(697)		4,600
Professional Development	2,239	(261)		2,500
Cell Phone Reimbursements	1,508	(172)		1,680
Travel + Entertainment	1,565	(315)		1,880
Sub-Total Programs	172,517	716		171,801
Total Visitor Services	408,575	(15,066)		423,641

	17-18 Reforecast	Variance	Notes	17-18 Budget
ADMINISTRATION				
Salary	382,837	30,478		352,359
Incentive	37,649	378		37,271
Benefits	32,381	1,859		30,522
Taxes + Insurance	36,220	(40)		36,260
Sub-Total Talent	489,087	32,676	Not allocating executive services manager to other departments	456,411
Board of Directors	6,222	1,672	Governance training offset somewhat by more meeting costs comped than planned	4,550
Community Relations/Goodwill	31,504	204	Reduced opportunity funds offset by \$5K for My Monterey	31,300
Memberships/Affiliations	19,583	4,885	DMA west omitted and DI mid-year assessment	14,698
Human Resource Programs	2,978	(22)		3,000
Professional Development	6,054	(7,946)	Reduced professional development	14,000
Cell Phone Reimbursements	4,426	(374)		4,800
Travel + Entertainment	22,941	(2,059)		25,000
Legal	53,935	44,935	TID legal work	9,000
Audit/Accounting	19,000	0		19,000
Benefits/HR Services	19,783	(20,517)	Removed search firm budget	40,300
Payroll Services	6,948	848		6,100
Consulting/Facilitation	11,565	65		11,500
Lease/Rent/CAM	147,204	1,095		146,109
Janitorial/Maintenance	10,048	3,448	New vendor needed due to unacceptable service provided	6,600
Operations Taxes	134	34		100
Operations Insurances	17,116	116		17,000
Internet/Phone Service	9,902	(478)		10,380
IT / Cloud Service	60,989	(4,011)	Vacancies	65,000
Banking / Merchant Services	5,318	718		4,600
Equipment Leasing/Maintenance	12,830	330		12,500
Stationery	5,500	(0)		5,500
Office Supplies	7,200	(0)		7,200
Conference/Break Rm Supplies	3,881	(319)		4,200
Computer/Software	33,266	9,806	Replacement hardware and new HRIS software	23,460
Furniture/Fixtures	1,999	(1,001)		3,000
Postage, BM Permit, PO Box	999	(1,001)		2,000
Sub-Total Programs	521,324	30,427		490,897
Total Administration	1,010,411	63,103		947,308
Total Destination Salinas Agreement	0	0		0
Total Expenses	7,221,849	(130,306)		7,352,154
Net Retained	(264,298)	(2,550)		(261,748)