

# Mendocino County Tourism Commission

## Balance Sheet Comparison

As of May 31, 2021

|                                   | TOTAL                 |                         |                     |                 |
|-----------------------------------|-----------------------|-------------------------|---------------------|-----------------|
|                                   | AS OF MAY 31, 2021    | AS OF MAY 31, 2020 (PY) | CHANGE              | % CHANGE        |
| <b>ASSETS</b>                     |                       |                         |                     |                 |
| Current Assets                    |                       |                         |                     |                 |
| Bank Accounts                     |                       |                         |                     |                 |
| 1005 SBMC Checking                | 273,250.73            |                         | 273,250.73          |                 |
| 1010 SBMC Contingency/Savings     | 408,068.36            |                         | 408,068.36          |                 |
| 1015 MLCU Checking                | 0.00                  | 109,232.37              | -109,232.37         | -100.00 %       |
| 1020 MLCU Savings                 | 0.00                  | 58,419.48               | -58,419.48          | -100.00 %       |
| 1030 Cash drawer                  | 100.00                | 100.00                  | 0.00                | 0.00 %          |
| <b>Total Bank Accounts</b>        | <b>\$681,419.09</b>   | <b>\$167,751.85</b>     | <b>\$513,667.24</b> | <b>306.21 %</b> |
| Accounts Receivable               |                       |                         |                     |                 |
| 1100 Accounts Receivable          | 350,059.23            | 334,290.36              | 15,768.87           | 4.72 %          |
| <b>Total Accounts Receivable</b>  | <b>\$350,059.23</b>   | <b>\$334,290.36</b>     | <b>\$15,768.87</b>  | <b>4.72 %</b>   |
| Other Current Assets              |                       |                         |                     |                 |
| 1230 Prepaid Expenses             | 17,329.43             | 8,378.17                | 8,951.26            | 106.84 %        |
| 1250 Refundable Deposits          | 4,150.00              | 4,150.00                | 0.00                | 0.00 %          |
| 1270 Receivable Other             | 0.00                  | 12,700.00               | -12,700.00          | -100.00 %       |
| <b>Total Other Current Assets</b> | <b>\$21,479.43</b>    | <b>\$25,228.17</b>      | <b>\$ -3,748.74</b> | <b>-14.86 %</b> |
| <b>Total Current Assets</b>       | <b>\$1,052,957.75</b> | <b>\$527,270.38</b>     | <b>\$525,687.37</b> | <b>99.70 %</b>  |
| Fixed Assets                      |                       |                         |                     |                 |
| 1510 Furniture and Equipment      | 21,715.54             | 64,723.50               | -43,007.96          | -66.45 %        |
| 1600 Accumulated Depreciation     | -9,938.00             | -53,513.80              | 43,575.80           | 81.43 %         |
| <b>Total Fixed Assets</b>         | <b>\$11,777.54</b>    | <b>\$11,209.70</b>      | <b>\$567.84</b>     | <b>5.07 %</b>   |
| <b>TOTAL ASSETS</b>               | <b>\$1,064,735.29</b> | <b>\$538,480.08</b>     | <b>\$526,255.21</b> | <b>97.73 %</b>  |

# Mendocino County Tourism Commission

## Balance Sheet Comparison

As of May 31, 2021

|                                        | TOTAL                 |                         |                      |                 |
|----------------------------------------|-----------------------|-------------------------|----------------------|-----------------|
|                                        | AS OF MAY 31, 2021    | AS OF MAY 31, 2020 (PY) | CHANGE               | % CHANGE        |
| <b>LIABILITIES AND EQUITY</b>          |                       |                         |                      |                 |
| Liabilities                            |                       |                         |                      |                 |
| Current Liabilities                    |                       |                         |                      |                 |
| Accounts Payable                       |                       |                         |                      |                 |
| 2000 Accounts Payable                  | 12,072.39             | 8,368.96                | 3,703.43             | 44.25 %         |
| <b>Total Accounts Payable</b>          | <b>\$12,072.39</b>    | <b>\$8,368.96</b>       | <b>\$3,703.43</b>    | <b>44.25 %</b>  |
| Other Current Liabilities              |                       |                         |                      |                 |
| 2100 Accrued Expenses                  | 0.00                  | 2,375.00                | -2,375.00            | -100.00 %       |
| 2150 Other Liabilities-County Match    | 0.00                  | 27,095.65               | -27,095.65           | -100.00 %       |
| 2300 Loan Payable                      | 3,558.74              |                         | 3,558.74             |                 |
| Payroll Liabilities                    | 0.00                  | 0.00                    | 0.00                 |                 |
| 2230 CA SUI / ETT                      | 234.77                | 0.00                    | 234.77               |                 |
| 2240 FUTA Payable                      | 116.80                | 0.00                    | 116.80               |                 |
| 2270 Accrued Payroll                   | 10,880.78             | 6,070.01                | 4,810.77             | 79.25 %         |
| 2275 Accrued PTO                       | 7,941.71              | 7,692.31                | 249.40               | 3.24 %          |
| <b>Total Payroll Liabilities</b>       | <b>19,174.06</b>      | <b>13,762.32</b>        | <b>5,411.74</b>      | <b>39.32 %</b>  |
| <b>Total Other Current Liabilities</b> | <b>\$22,732.80</b>    | <b>\$43,232.97</b>      | <b>\$ -20,500.17</b> | <b>-47.42 %</b> |
| <b>Total Current Liabilities</b>       | <b>\$34,805.19</b>    | <b>\$51,601.93</b>      | <b>\$ -16,796.74</b> | <b>-32.55 %</b> |
| <b>Total Liabilities</b>               | <b>\$34,805.19</b>    | <b>\$51,601.93</b>      | <b>\$ -16,796.74</b> | <b>-32.55 %</b> |
| Equity                                 |                       |                         |                      |                 |
| 3100 Contingency-Restricted            | 152,650.09            | 152,650.09              | 0.00                 | 0.00 %          |
| 3900 Unrestricted Net Assets (RE)      | 346,620.83            | 341,290.15              | 5,330.68             | 1.56 %          |
| Net Income                             | 530,659.18            | -7,062.09               | 537,721.27           | 7,614.19 %      |
| <b>Total Equity</b>                    | <b>\$1,029,930.10</b> | <b>\$486,878.15</b>     | <b>\$543,051.95</b>  | <b>111.54 %</b> |
| <b>TOTAL LIABILITIES AND EQUITY</b>    | <b>\$1,064,735.29</b> | <b>\$538,480.08</b>     | <b>\$526,255.21</b>  | <b>97.73 %</b>  |

**Mendocino County Tourism Commission**  
**Budget vs. Actuals: FY 20-21 Summary**  
July 2020 - May 2021

|                               | May 2021         |                  |                   |                 | Total               |                   |                    |                  |
|-------------------------------|------------------|------------------|-------------------|-----------------|---------------------|-------------------|--------------------|------------------|
|                               | Actual           | Budget           | over<br>Budget    | % of<br>Budget  | Actual              | Budget            | over<br>Budget     | % of Budget      |
| <b>Income</b>                 |                  |                  |                   |                 |                     |                   |                    |                  |
| 4030 County BID               | 47,100           | 47,100           | 0                 | 100.00%         | 518,100             | 518,099           | 1                  | 100.00%          |
| 4031 County BID adjustments   |                  |                  | 0                 |                 | 202,860             | 0                 | 202,860            |                  |
| 4035 County 50% Match         | 33,911           | 22,959           | 10,952            | 147.70%         | 373,031             | 252,549           | 120,482            | 147.71%          |
| 4050 NCTC Administration      |                  |                  | 0                 |                 | 1,410               | 0                 | 1,410              |                  |
| Other Income                  |                  |                  | 0                 |                 | 2,036               | 0                 | 2,036              |                  |
| <b>Total Income</b>           | <b>\$ 81,011</b> | <b>\$ 70,059</b> | <b>\$ 10,952</b>  | <b>115.63%</b>  | <b>\$ 1,097,436</b> | <b>\$ 770,648</b> | <b>\$ 326,788</b>  | <b>142.40%</b>   |
| <b>Gross Profit</b>           | <b>\$ 81,011</b> | <b>\$ 70,059</b> | <b>\$ 10,952</b>  | <b>115.63%</b>  | <b>\$ 1,097,436</b> | <b>\$ 770,648</b> | <b>\$ 326,788</b>  | <b>142.40%</b>   |
| <b>Expenses</b>               |                  |                  |                   |                 |                     |                   |                    |                  |
| 1- MEDIA & WEBSITE            | 27,647           | 36,910           | -9,263            | 74.90%          | 237,829             | 407,013           | -169,184           | 58.43%           |
| 2- VISITOR SVS / PARTNERSHIPS | 376              | 5,961            | -5,585            | 6.30%           | 41,315              | 65,571            | -24,256            | 63.01%           |
| 3- ADMIN EXPENSES             | 14,639           | 13,503           | 1,136             | 108.41%         | 139,013             | 112,884           | 26,129             | 123.15%          |
| 4- PERSONNEL                  | 22,755           | 23,658           | -904              | 96.18%          | 188,352             | 196,823           | -8,471             | 95.70%           |
| <b>Total Expenses</b>         | <b>\$ 65,416</b> | <b>\$ 80,032</b> | <b>\$ -14,616</b> | <b>81.74%</b>   | <b>\$ 606,508</b>   | <b>\$ 782,291</b> | <b>\$ -175,782</b> | <b>77.53%</b>    |
| <b>Net Operating Income</b>   | <b>\$ 15,595</b> | <b>\$ -9,974</b> | <b>\$ 25,568</b>  | <b>-156.36%</b> | <b>\$ 490,928</b>   | <b>\$ -11,643</b> | <b>\$ 502,571</b>  | <b>-4216.60%</b> |
| <b>Other Income</b>           |                  |                  |                   |                 |                     |                   |                    |                  |
| 9000 SBA PPP Funding          | 16,979           |                  | 16,979            |                 | 39,731              | 0                 | 39,731             |                  |
| <b>Total Other Income</b>     | <b>\$ 16,979</b> | <b>\$ 0</b>      | <b>\$ 16,979</b>  |                 | <b>\$ 39,731</b>    | <b>\$ 0</b>       | <b>\$ 39,731</b>   |                  |
| <b>Net Other Income</b>       | <b>\$ 16,979</b> | <b>\$ 0</b>      | <b>\$ 16,979</b>  |                 | <b>\$ 39,731</b>    | <b>\$ 0</b>       | <b>\$ 39,731</b>   |                  |
| <b>Net Income</b>             | <b>\$ 32,574</b> | <b>\$ -9,974</b> | <b>\$ 42,547</b>  | <b>-326.60%</b> | <b>\$ 530,659</b>   | <b>\$ -11,643</b> | <b>\$ 542,302</b>  | <b>-4557.85%</b> |

**Mendocino County Tourism Commission**  
**Budget vs. Actuals: Detail**  
July 2020 - May 2021

|                                              | May 2021         |                  |                  |                | Total               |                   |                    |                |
|----------------------------------------------|------------------|------------------|------------------|----------------|---------------------|-------------------|--------------------|----------------|
|                                              | Actual           | Budget           | over<br>Budget   | % of<br>Budget | Actual              | Budget            | over<br>Budget     | % of<br>Budget |
| <b>Income</b>                                |                  |                  |                  |                |                     |                   |                    |                |
| 4030 County BID                              | 47,100           | 47,100           | 0                | 100.00%        | 518,100             | 518,099           | 1                  | 100.00%        |
| 4031 County BID adjustments                  |                  |                  | 0                |                | 202,860             | 0                 | 202,860            |                |
| 4035 County 50% Match                        | 33,911           | 22,959           | 10,952           | 147.70%        | 373,031             | 252,549           | 120,482            | 147.71%        |
| 4050 NCTC Administration                     |                  |                  | 0                |                | 1,410               | 0                 | 1,410              |                |
| Other Income                                 |                  |                  | 0                |                | 0                   | 0                 | 0                  |                |
| 4250 Cooperative Advertising                 |                  |                  | 0                |                | 350                 | 0                 | 350                |                |
| 4830 Event Brochure Ads                      |                  |                  | 0                |                | 705                 | 0                 | 705                |                |
| 4940 Misc. Income                            |                  |                  | 0                |                | 915                 | 0                 | 915                |                |
| 4950 Interest Income                         |                  |                  | 0                |                | 65                  | 0                 | 65                 |                |
| <b>Total Other Income</b>                    | <b>\$ 0</b>      | <b>\$ 0</b>      | <b>\$ 0</b>      |                | <b>\$ 2,036</b>     | <b>\$ 0</b>       | <b>\$ 2,036</b>    |                |
| <b>Total Income</b>                          | <b>\$ 81,011</b> | <b>\$ 70,059</b> | <b>\$ 10,952</b> | <b>115.63%</b> | <b>\$ 1,097,436</b> | <b>\$ 770,648</b> | <b>\$ 326,788</b>  | <b>142.40%</b> |
| <b>Gross Profit</b>                          | <b>\$ 81,011</b> | <b>\$ 70,059</b> | <b>\$ 10,952</b> | <b>115.63%</b> | <b>\$ 1,097,436</b> | <b>\$ 770,648</b> | <b>\$ 326,788</b>  | <b>142.40%</b> |
| <b>Expenses</b>                              |                  |                  |                  |                |                     |                   |                    |                |
| 1- MEDIA & WEBSITE                           |                  |                  | 0                |                | 0                   | 0                 | 0                  |                |
| 50 Advertising / Media                       |                  |                  | 0                |                | 0                   | 0                 | 0                  |                |
| 5130 Print & Online Advertising              | 15,197           | 15,658           | -461             | 97.05%         | 80,926              | 172,242           | -91,316            | 46.98%         |
| 5150 Ad Development/Design                   | 1,000            | 833              | 167              | 120.00%        | 5,454               | 9,167             | -3,713             | 59.50%         |
| 5170 Photography                             |                  | 200              | -200             | 0.00%          | 173                 | 2,200             | -2,027             | 7.85%          |
| 5240 Research & Development                  |                  | 500              | -500             | 0.00%          | 9,810               | 5,500             | 4,310              | 178.36%        |
| 5290 Marketing Contingency                   |                  | 833              | -833             | 0.00%          | 0                   | 9,167             | -9,167             | 0.00%          |
| <b>Total 50 Advertising / Media</b>          | <b>\$ 16,197</b> | <b>\$ 18,025</b> | <b>\$ -1,828</b> | <b>89.86%</b>  | <b>\$ 96,363</b>    | <b>\$ 198,275</b> | <b>\$ -101,912</b> | <b>48.60%</b>  |
| 55 Marketing / Public Relations              |                  |                  | 0                |                | 0                   | 0                 | 0                  |                |
| 5510 Public Relations Contract               | 7,500            | 7,850            | -350             | 95.54%         | 82,500              | 86,350            | -3,850             | 95.54%         |
| 5520 Marketing Agency Contract               |                  | 694              | -694             | 0.00%          | 0                   | 7,639             | -7,639             | 0.00%          |
| 5540 Clipping Service                        | 612              | 750              | -138             | 81.65%         | 7,316               | 8,250             | -934               | 88.68%         |
| 5560 Media Events                            |                  | 792              | -792             | 0.00%          | 2,561               | 8,708             | -6,147             | 29.41%         |
| 5610 Travel -PR Related                      |                  | 83               | -83              | 0.00%          | -274                | 917               | -1,191             | -29.93%        |
| 5680 Visiting Media FAM Expenses             |                  | 1,000            | -1,000           | 0.00%          | 7,741               | 11,000            | -3,259             | 70.37%         |
| <b>Total 55 Marketing / Public Relations</b> | <b>\$ 8,112</b>  | <b>\$ 11,169</b> | <b>\$ -3,057</b> | <b>72.63%</b>  | <b>\$ 99,844</b>    | <b>\$ 122,864</b> | <b>\$ -23,020</b>  | <b>81.26%</b>  |
| 57 Website Maint / Development               |                  |                  | 0                |                | 0                   | 0                 | 0                  |                |
| 5710 Interactive Media Coordinator           | 2,500            | 2,500            | 0                | 100.00%        | 25,000              | 27,500            | -2,500             | 90.91%         |
| 5740 Content Creation                        |                  | 2,500            | -2,500           | 0.00%          | 146                 | 27,500            | -27,354            | 0.53%          |
| 5750 Development/ Maintenance                | 691              | 500              | 191              | 138.15%        | 10,501              | 5,500             | 5,001              | 190.92%        |
| 5780 Interactive Marketing                   | 30               |                  | 30               |                | 5,304               | 0                 | 5,304              |                |
| <b>Total 57 Website Maint / Development</b>  | <b>\$ 3,221</b>  | <b>\$ 5,500</b>  | <b>\$ -2,279</b> | <b>58.56%</b>  | <b>\$ 40,952</b>    | <b>\$ 60,500</b>  | <b>\$ -19,548</b>  | <b>67.69%</b>  |
| 58 Leisure / Group Sales                     |                  |                  | 0                |                | 0                   | 0                 | 0                  |                |
| 5810 Promotion Items, Booth Develop          | 0                | 792              | -792             | 0.00%          | 261                 | 8,708             | -8,447             | 3.00%          |
| 5820 Consumer & Trade Shows                  |                  | 338              | -338             | 0.00%          | 130                 | 3,713             | -3,583             | 3.50%          |
| 5840 State Fair Exhibit                      |                  | 0                | 0                |                | 0                   | 1,000             | -1,000             | 0.00%          |

**Mendocino County Tourism Commission**  
**Budget vs. Actuals: Detail**  
July 2020 - May 2021

|                                            | May 2021         |                  |                  |                | Total             |                   |                    |                |
|--------------------------------------------|------------------|------------------|------------------|----------------|-------------------|-------------------|--------------------|----------------|
|                                            | Actual           | Budget           | over<br>Budget   | % of<br>Budget | Actual            | Budget            | over<br>Budget     | % of<br>Budget |
| 5870 Shipping - Travel Shows               |                  | 208              | -208             | 0.00%          | 2,130             | 2,292             | -161               | 92.96%         |
| 5880 Travel - Leisure/Group Sales          |                  | 495              | -495             | 0.00%          | -1,967            | 5,445             | -7,412             | -36.13%        |
| 5885 Travel - Group FAMs                   | 64               | 333              | -269             | 19.26%         | 64                | 3,667             | -3,602             | 1.75%          |
| 5890 Misc. Sales Opportunities             | 53               | 50               | 3                | 105.00%        | 53                | 550               | -498               | 9.55%          |
| <b>Total 58 Leisure / Group Sales</b>      | <b>\$ 117</b>    | <b>\$ 2,216</b>  | <b>\$ -2,099</b> | <b>5.27%</b>   | <b>\$ 671</b>     | <b>\$ 25,374</b>  | <b>\$ -24,703</b>  | <b>2.64%</b>   |
| <b>Total 1- MEDIA &amp; WEBSITE</b>        | <b>\$ 27,647</b> | <b>\$ 36,910</b> | <b>\$ -9,263</b> | <b>74.90%</b>  | <b>\$ 237,829</b> | <b>\$ 407,013</b> | <b>\$ -169,184</b> | <b>58.43%</b>  |
| <b>2- VISITOR SVS / PARTNERSHIPS</b>       |                  |                  | 0                |                | 0                 | 0                 | 0                  |                |
| Partnerships                               |                  |                  | 0                |                | 0                 | 0                 | 0                  |                |
| 6570 In-County Relations                   | 106              | 1,025            | -919             | 10.37%         | 3,332             | 11,275            | -7,943             | 29.55%         |
| 6590 Memberships                           |                  | 550              | -550             | 0.00%          | 3,788             | 6,050             | -2,263             | 62.60%         |
| 6610 North Coast Tourism Council           | -417             | 917              | -1,333           | -45.45%        | 6,410             | 10,083            | -3,674             | 63.57%         |
| <b>Total Partnerships</b>                  | <b>\$ -310</b>   | <b>\$ 2,492</b>  | <b>\$ -2,802</b> | <b>-12.46%</b> | <b>\$ 13,529</b>  | <b>\$ 27,408</b>  | <b>\$ -13,879</b>  | <b>49.36%</b>  |
| Visitor Services                           |                  |                  | 0                |                | 0                 | 0                 | 0                  |                |
| 6720 Event & Festival Guides               |                  | 1,400            | -1,400           | 0.00%          | 6,387             | 15,400            | -9,013             | 41.47%         |
| 6730 Incentives & Sponsorships             | 486              | 1,653            | -1,167           | 29.41%         | 19,152            | 18,179            | 973                | 105.35%        |
| 6770 Visitor Centers & Signage             | 200              | 417              | -217             | 48.00%         | 2,247             | 4,583             | -2,337             | 49.02%         |
| <b>Total Visitor Services</b>              | <b>\$ 686</b>    | <b>\$ 3,469</b>  | <b>\$ -2,783</b> | <b>19.77%</b>  | <b>\$ 27,786</b>  | <b>\$ 38,163</b>  | <b>\$ -10,377</b>  | <b>72.81%</b>  |
| <b>Total 2- VISITOR SVS / PARTNERSHIPS</b> | <b>\$ 376</b>    | <b>\$ 5,961</b>  | <b>\$ -5,585</b> | <b>6.30%</b>   | <b>\$ 41,315</b>  | <b>\$ 65,571</b>  | <b>\$ -24,256</b>  | <b>63.01%</b>  |
| <b>3- ADMIN EXPENSES</b>                   |                  |                  | 0                |                | 0                 | 0                 | 0                  |                |
| General Admin                              |                  |                  | 0                |                | 0                 | 0                 | 0                  |                |
| 7010 Accounting                            | 1,905            | 2,143            | -238             | 88.88%         | 30,505            | 23,577            | 6,928              | 129.39%        |
| 7060 Bank Fees                             | 85               | 50               | 35               | 170.00%        | 213               | 550               | -337               | 38.73%         |
| 7080 Board Development                     |                  | 5,169            | -5,169           | 0.00%          | 21,294            | 21,213            | 81                 | 100.38%        |
| 7090 Copying & Printing                    | 105              | 200              | -95              | 52.58%         | 1,210             | 2,200             | -990               | 55.02%         |
| 7100 Dues & Subscriptions                  | 1,583            | 917              | 667              | 172.73%        | 16,584            | 10,083            | 6,501              | 164.47%        |
| 7130 Legal Fees                            |                  | 250              | -250             | 0.00%          | 1,896             | 2,750             | -854               | 68.95%         |
| 7140 Licenses & Permits                    | 25               | 8                | 17               | 300.12%        | 25                | 92                | -67                | 27.27%         |
| 7150 Meeting Expenses                      | 243              | 50               | 193              | 485.24%        | 511               | 550               | -39                | 92.83%         |
| 7200 Office Expense                        | 4,797            | 296              | 4,501            | 1621.40%       | 8,578             | 3,254             | 5,323              | 263.59%        |
| 7210 Postage & Shipping                    | 67               | 75               | -8               | 89.85%         | 507               | 825               | -318               | 61.43%         |
| 7280 Travel Expenses                       | 697              | 500              | 197              | 139.37%        | 3,923             | 5,500             | -1,577             | 71.33%         |
| <b>Total General Admin</b>                 | <b>\$ 9,507</b>  | <b>\$ 9,658</b>  | <b>\$ -151</b>   | <b>98.43%</b>  | <b>\$ 85,245</b>  | <b>\$ 70,594</b>  | <b>\$ 14,651</b>   | <b>120.75%</b> |
| Occupancy Costs                            |                  |                  | 0                |                | 0                 | 0                 | 0                  |                |
| 7650 Rent                                  | 2,631            | 1,983            | 648              | 132.67%        | 26,131            | 21,817            | 4,315              | 119.78%        |
| 7660 Insurance                             | 217              | 188              | 29               | 115.55%        | 2,483             | 2,063             | 421                | 120.39%        |
| 7850 Repairs & Maintenance                 | 600              | 460              | 140              | 130.42%        | 5,785             | 5,060             | 725                | 114.34%        |
| 7890 Taxes                                 |                  | 5                | -5               | 0.00%          | 124               | 60                | 65                 | 208.43%        |
| 7910 Telecommunication                     | 772              | 450              | 322              | 171.66%        | 8,455             | 4,950             | 3,505              | 170.80%        |
| 7950 Utilities                             | 549              | 758              | -209             | 72.45%         | 6,550             | 8,342             | -1,791             | 78.53%         |
| 7990 Depreciation Expense                  | 362              |                  | 362              |                | 4,238             | 0                 | 4,238              |                |

**Mendocino County Tourism Commission**  
**Budget vs. Actuals: Detail**  
July 2020 - May 2021

|                                 | May 2021  |           |                |                | Total      |            |                |                |
|---------------------------------|-----------|-----------|----------------|----------------|------------|------------|----------------|----------------|
|                                 | Actual    | Budget    | over<br>Budget | % of<br>Budget | Actual     | Budget     | over<br>Budget | % of<br>Budget |
| Total Occupancy Costs           | \$ 5,132  | \$ 3,845  | \$ 1,287       | 133.48%        | \$ 53,768  | \$ 42,290  | \$ 11,477      | 127.14%        |
| Total 3- ADMIN EXPENSES         | \$ 14,639 | \$ 13,503 | \$ 1,136       | 108.41%        | \$ 139,013 | \$ 112,884 | \$ 26,129      | 123.15%        |
| 4- PERSONNEL                    |           |           | 0              |                | 0          | 0          | 0              |                |
| 8510 Salaries & Wages           | 18,335    | 18,167    | 169            | 100.93%        | 146,105    | 149,833    | -3,729         | 97.51%         |
| 8515 Bereavement Pay            |           |           | 0              |                | 1,188      | 0          | 1,188          |                |
| 8520 Paid Time Off              | 662       | 1,116     | -454           | 59.32%         | 6,150      | 10,354     | -4,204         | 59.40%         |
| 8530 Payroll Taxes              | 1,871     | 1,609     | 261            | 116.25%        | 14,256     | 12,702     | 1,554          | 112.23%        |
| 8540 Payroll Processing Fees    |           |           | 0              |                | 824        | 0          | 824            |                |
| 8550 Workers Comp               | 437       | 350       | 87             | 124.79%        | 2,479      | 2,850      | -371           | 86.99%         |
| 8570 Health Insurance Allowance | 1,200     | 1,700     | -500           | 70.59%         | 13,200     | 13,700     | -500           | 96.35%         |
| 8580 Other Employee Benefits    |           | 67        | -67            | 0.00%          | 0          | 233        | -233           | 0.00%          |
| 8590 Contract Work              | 250       | 650       | -400           | 38.46%         | 4,149      | 7,150      | -3,001         | 58.03%         |
| Total 4- PERSONNEL              | \$ 22,755 | \$ 23,658 | \$ -904        | 96.18%         | \$ 188,352 | \$ 196,823 | \$ -8,471      | 95.70%         |
| Total Expenses                  | \$ 65,416 | \$ 80,032 | \$ -14,616     | 81.74%         | \$ 606,508 | \$ 782,291 | \$ -175,782    | 77.53%         |
| Net Operating Income            | \$ 15,595 | \$ -9,974 | \$ 25,568      | -156.36%       | \$ 490,928 | \$ -11,643 | \$ 502,571     | -4216.60%      |
| Other Income                    |           |           |                |                |            |            |                |                |
| 9000 SBA PPP Funding            | 16,979    |           | 16,979         |                | 39,731     | 0          | 39,731         |                |
| Total Other Income              | \$ 16,979 | \$ 0      | \$ 16,979      |                | \$ 39,731  | \$ 0       | \$ 39,731      |                |
| Net Other Income                | \$ 16,979 | \$ 0      | \$ 16,979      |                | \$ 39,731  | \$ 0       | \$ 39,731      |                |
| Net Income                      | \$ 32,574 | \$ -9,974 | \$ 42,547      | -326.60%       | \$ 530,659 | \$ -11,643 | \$ 542,302     | -4557.85%      |

# Mendocino County Tourism Commission

## Statement of Cash Flows

July 2020 - May 2021

|                                                                                      | TOTAL               |
|--------------------------------------------------------------------------------------|---------------------|
| OPERATING ACTIVITIES                                                                 |                     |
| Net Income                                                                           | 530,659.18          |
| Adjustments to reconcile Net Income to Net Cash provided by operations:              |                     |
| 1100 Accounts Receivable                                                             | -168,725.03         |
| 1230 Prepaid Expenses                                                                | -7,867.76           |
| 2000 Accounts Payable                                                                | 410.15              |
| 2100 Accrued Expenses                                                                | -3,840.00           |
| 2210 Payroll Liabilities:Federal Taxes (941/944)                                     | 0.00                |
| 2220 Payroll Liabilities:CA PIT / SDI                                                | 0.00                |
| 2230 Payroll Liabilities:CA SUI / ETT                                                | 234.77              |
| 2240 Payroll Liabilities:FUTA Payable                                                | 116.80              |
| 2270 Payroll Liabilities:Accrued Payroll                                             | 3,616.51            |
| 2275 Payroll Liabilities:Accrued PTO                                                 | -1,133.13           |
| 2300 Loan Payable                                                                    | 3,558.74            |
| Direct Deposit Payable                                                               | 0.00                |
| <b>Total Adjustments to reconcile Net Income to Net Cash provided by operations:</b> | <b>-173,628.95</b>  |
| <b>Net cash provided by operating activities</b>                                     | <b>\$357,030.23</b> |
| INVESTING ACTIVITIES                                                                 |                     |
| 1510 Furniture and Equipment                                                         | 1,483.41            |
| 1600 Accumulated Depreciation                                                        | 1,304.00            |
| <b>Net cash provided by investing activities</b>                                     | <b>\$2,787.41</b>   |
| <b>NET CASH INCREASE FOR PERIOD</b>                                                  | <b>\$359,817.64</b> |
| Cash at beginning of period                                                          | 321,601.45          |
| <b>CASH AT END OF PERIOD</b>                                                         | <b>\$681,419.09</b> |

# Mendocino County Tourism Commission

## Profit and Loss Comparison

May 2021

|                                              | TOTAL              |                    |                     |                  |
|----------------------------------------------|--------------------|--------------------|---------------------|------------------|
|                                              | MAY 2021           | MAY 2020 (PY)      | CHANGE              | % CHANGE         |
| Income                                       |                    |                    |                     |                  |
| 4030 County BID                              | 47,100.00          | 43,334.00          | 3,766.00            | 8.69 %           |
| 4035 County 50% Match                        | 33,911.00          | 47,398.37          | -13,487.37          | -28.46 %         |
| Other Income                                 |                    |                    |                     |                  |
| 4950 Interest Income                         |                    | 4.96               | -4.96               | -100.00 %        |
| <b>Total Other Income</b>                    |                    | <b>4.96</b>        | <b>-4.96</b>        | <b>-100.00 %</b> |
| <b>Total Income</b>                          | <b>\$81,011.00</b> | <b>\$90,737.33</b> | <b>\$ -9,726.33</b> | <b>-10.72 %</b>  |
| GROSS PROFIT                                 | <b>\$81,011.00</b> | <b>\$90,737.33</b> | <b>\$ -9,726.33</b> | <b>-10.72 %</b>  |
| Expenses                                     |                    |                    |                     |                  |
| 1- MEDIA & WEBSITE                           |                    |                    |                     |                  |
| 50 Advertising / Media                       |                    |                    |                     |                  |
| 5130 Print & Online Advertising              | 15,197.12          | -15,224.49         | 30,421.61           | 199.82 %         |
| 5150 Ad Development/Design                   | 1,000.00           |                    | 1,000.00            |                  |
| <b>Total 50 Advertising / Media</b>          | <b>16,197.12</b>   | <b>-15,224.49</b>  | <b>31,421.61</b>    | <b>206.39 %</b>  |
| 55 Marketing / Public Relations              |                    |                    |                     |                  |
| 5510 Public Relations Contract               | 7,500.00           | 7,500.00           | 0.00                | 0.00 %           |
| 5520 Marketing Agency Contract               |                    | 8,333.00           | -8,333.00           | -100.00 %        |
| 5540 Clipping Service                        | 612.36             |                    | 612.36              |                  |
| <b>Total 55 Marketing / Public Relations</b> | <b>8,112.36</b>    | <b>15,833.00</b>   | <b>-7,720.64</b>    | <b>-48.76 %</b>  |
| 57 Website Maint / Development               |                    |                    |                     |                  |
| 5710 Interactive Media Coordinator           | 2,500.00           | 2,500.00           | 0.00                | 0.00 %           |
| 5750 Development/ Maintenance                | 690.76             | 1,656.00           | -965.24             | -58.29 %         |
| 5780 Interactive Marketing                   | 29.95              | 88.95              | -59.00              | -66.33 %         |
| <b>Total 57 Website Maint / Development</b>  | <b>3,220.71</b>    | <b>4,244.95</b>    | <b>-1,024.24</b>    | <b>-24.13 %</b>  |
| 58 Leisure / Group Sales                     |                    |                    |                     |                  |
| 5885 Travel - Group FAMs                     | 64.19              |                    | 64.19               |                  |
| 5890 Misc. Sales Opportunities               | 52.50              |                    | 52.50               |                  |
| <b>Total 58 Leisure / Group Sales</b>        | <b>116.69</b>      |                    | <b>116.69</b>       |                  |
| <b>Total 1- MEDIA &amp; WEBSITE</b>          | <b>27,646.88</b>   | <b>4,853.46</b>    | <b>22,793.42</b>    | <b>469.63 %</b>  |
| 2- VISITOR SVS / PARTNERSHIPS                |                    |                    |                     |                  |
| Partnerships                                 |                    |                    |                     |                  |
| 6570 In-County Relations                     | 106.30             | 87.63              | 18.67               | 21.31 %          |
| 6610 North Coast Tourism Council             | -416.66            | 1,833.35           | -2,250.01           | -122.73 %        |
| <b>Total Partnerships</b>                    | <b>-310.36</b>     | <b>1,920.98</b>    | <b>-2,231.34</b>    | <b>-116.16 %</b> |
| Visitor Services                             |                    |                    |                     |                  |
| 6730 Incentives & Sponsorships               | 486.00             | 1,080.00           | -594.00             | -55.00 %         |
| 6770 Visitor Centers & Signage               | 200.00             | 200.00             | 0.00                | 0.00 %           |
| <b>Total Visitor Services</b>                | <b>686.00</b>      | <b>1,280.00</b>    | <b>-594.00</b>      | <b>-46.41 %</b>  |
| <b>Total 2- VISITOR SVS / PARTNERSHIPS</b>   | <b>375.64</b>      | <b>3,200.98</b>    | <b>-2,825.34</b>    | <b>-88.26 %</b>  |

# Mendocino County Tourism Commission

## Profit and Loss Comparison

May 2021

|                                 | TOTAL              |                    |                      |                 |
|---------------------------------|--------------------|--------------------|----------------------|-----------------|
|                                 | MAY 2021           | MAY 2020 (PY)      | CHANGE               | % CHANGE        |
| <b>3- ADMIN EXPENSES</b>        |                    |                    |                      |                 |
| General Admin                   |                    |                    |                      |                 |
| 7010 Accounting                 | 1,905.00           | 3,125.00           | -1,220.00            | -39.04 %        |
| 7060 Bank Fees                  | 85.00              |                    | 85.00                |                 |
| 7090 Copying & Printing         | 105.15             |                    | 105.15               |                 |
| 7100 Dues & Subscriptions       | 1,583.38           | 1,651.39           | -68.01               | -4.12 %         |
| 7140 Licenses & Permits         | 25.00              |                    | 25.00                |                 |
| 7150 Meeting Expenses           | 242.62             |                    | 242.62               |                 |
| 7200 Office Expense             | 4,796.60           | 293.68             | 4,502.92             | 1,533.27 %      |
| 7210 Postage & Shipping         | 67.39              | 8.42               | 58.97                | 700.36 %        |
| 7280 Travel Expenses            | 696.84             | -373.83            | 1,070.67             | 286.41 %        |
| <b>Total General Admin</b>      | <b>9,506.98</b>    | <b>4,704.66</b>    | <b>4,802.32</b>      | <b>102.08 %</b> |
| Occupancy Costs                 |                    |                    |                      |                 |
| 7650 Rent                       | 2,631.33           | 2,350.00           | 281.33               | 11.97 %         |
| 7660 Insurance                  | 216.66             | 227.75             | -11.09               | -4.87 %         |
| 7850 Repairs & Maintenance      | 599.95             | 594.95             | 5.00                 | 0.84 %          |
| 7910 Telecommunication          | 772.49             | 1,008.79           | -236.30              | -23.42 %        |
| 7950 Utilities                  | 549.38             | 623.23             | -73.85               | -11.85 %        |
| 7990 Depreciation Expense       | 362.00             | 562.64             | -200.64              | -35.66 %        |
| <b>Total Occupancy Costs</b>    | <b>5,131.81</b>    | <b>5,367.36</b>    | <b>-235.55</b>       | <b>-4.39 %</b>  |
| <b>Total 3- ADMIN EXPENSES</b>  | <b>14,638.79</b>   | <b>10,072.02</b>   | <b>4,566.77</b>      | <b>45.34 %</b>  |
| <b>4- PERSONNEL</b>             |                    |                    |                      |                 |
| 8510 Salaries & Wages           | 18,335.43          | 10,861.34          | 7,474.09             | 68.81 %         |
| 8520 Paid Time Off              | 661.95             |                    | 661.95               |                 |
| 8530 Payroll Taxes              | 1,870.74           | 876.77             | 993.97               | 113.37 %        |
| 8540 Payroll Processing Fees    |                    | 43.00              | -43.00               | -100.00 %       |
| 8550 Workers Comp               | 436.75             |                    | 436.75               |                 |
| 8570 Health Insurance Allowance | 1,200.00           | 1,200.00           | 0.00                 | 0.00 %          |
| 8590 Contract Work              | 250.00             | 200.00             | 50.00                | 25.00 %         |
| <b>Total 4- PERSONNEL</b>       | <b>22,754.87</b>   | <b>13,181.11</b>   | <b>9,573.76</b>      | <b>72.63 %</b>  |
| <b>Total Expenses</b>           | <b>\$65,416.18</b> | <b>\$31,307.57</b> | <b>\$34,108.61</b>   | <b>108.95 %</b> |
| <b>NET OPERATING INCOME</b>     | <b>\$15,594.82</b> | <b>\$59,429.76</b> | <b>\$ -43,834.94</b> | <b>-73.76 %</b> |
| Other Income                    |                    |                    |                      |                 |
| 9000 SBA PPP Funding            | 16,978.76          |                    | 16,978.76            |                 |
| <b>Total Other Income</b>       | <b>\$16,978.76</b> | <b>\$0.00</b>      | <b>\$16,978.76</b>   | <b>0.00%</b>    |
| <b>NET OTHER INCOME</b>         | <b>\$16,978.76</b> | <b>\$0.00</b>      | <b>\$16,978.76</b>   | <b>0.00%</b>    |
| <b>NET INCOME</b>               | <b>\$32,573.58</b> | <b>\$59,429.76</b> | <b>\$ -26,856.18</b> | <b>-45.19 %</b> |

# Mendocino County Tourism Commission

## Profit and Loss Comparison

July 2020 - May 2021

|                                              | TOTAL                 |                          |                      |                 |
|----------------------------------------------|-----------------------|--------------------------|----------------------|-----------------|
|                                              | JUL 2020 - MAY 2021   | JUL 2019 - MAY 2020 (PY) | CHANGE               | % CHANGE        |
| Income                                       |                       |                          |                      |                 |
| 4030 County BID                              | 518,100.00            | 793,540.78               | -275,440.78          | -34.71 %        |
| 4031 County BID adjustments                  | 202,859.94            | -64,912.94               | 267,772.88           | 412.51 %        |
| 4035 County 50% Match                        | 373,031.00            | 419,843.15               | -46,812.15           | -11.15 %        |
| 4050 NCTC Administration                     | 1,409.68              |                          | 1,409.68             |                 |
| Other Income                                 |                       |                          |                      |                 |
| 4250 Cooperative Advertising                 | 350.00                | 0.00                     | 350.00               |                 |
| 4830 Event Brochure Ads                      | 705.00                | 2,700.00                 | -1,995.00            | -73.89 %        |
| 4940 Misc. Income                            | 915.37                | 2,300.00                 | -1,384.63            | -60.20 %        |
| 4950 Interest Income                         | 65.28                 | 200.12                   | -134.84              | -67.38 %        |
| <b>Total Other Income</b>                    | <b>2,035.65</b>       | <b>5,200.12</b>          | <b>-3,164.47</b>     | <b>-60.85 %</b> |
| <b>Total Income</b>                          | <b>\$1,097,436.27</b> | <b>\$1,153,671.11</b>    | <b>\$ -56,234.84</b> | <b>-4.87 %</b>  |
| GROSS PROFIT                                 | <b>\$1,097,436.27</b> | <b>\$1,153,671.11</b>    | <b>\$ -56,234.84</b> | <b>-4.87 %</b>  |
| Expenses                                     |                       |                          |                      |                 |
| 1- MEDIA & WEBSITE                           |                       |                          |                      |                 |
| 50 Advertising / Media                       |                       |                          |                      |                 |
| 5130 Print & Online Advertising              | 80,925.81             | 263,844.55               | -182,918.74          | -69.33 %        |
| 5150 Ad Development/Design                   | 5,454.05              | 9,085.00                 | -3,630.95            | -39.97 %        |
| 5170 Photography                             | 172.69                | 3,589.00                 | -3,416.31            | -95.19 %        |
| 5240 Research & Development                  | 9,810.00              | 5,060.00                 | 4,750.00             | 93.87 %         |
| 5280 Video Development                       |                       | 21,018.62                | -21,018.62           | -100.00 %       |
| 5290 Marketing Contingency                   |                       | 3,398.00                 | -3,398.00            | -100.00 %       |
| <b>Total 50 Advertising / Media</b>          | <b>96,362.55</b>      | <b>305,995.17</b>        | <b>-209,632.62</b>   | <b>-68.51 %</b> |
| 55 Marketing / Public Relations              |                       |                          |                      |                 |
| 5510 Public Relations Contract               | 82,500.00             | 82,643.50                | -143.50              | -0.17 %         |
| 5520 Marketing Agency Contract               | 0.00                  | 91,663.00                | -91,663.00           | -100.00 %       |
| 5540 Clipping Service                        | 7,315.84              | 4,530.55                 | 2,785.29             | 61.48 %         |
| 5550 In-Market PR Stunts                     |                       | 2,134.12                 | -2,134.12            | -100.00 %       |
| 5560 Media Events                            | 2,561.00              | 2,478.67                 | 82.33                | 3.32 %          |
| 5610 Travel -PR Related                      | -274.34               | 4,312.73                 | -4,587.07            | -106.36 %       |
| 5680 Visiting Media FAM Expenses             | 7,741.13              | 3,415.93                 | 4,325.20             | 126.62 %        |
| <b>Total 55 Marketing / Public Relations</b> | <b>99,843.63</b>      | <b>191,178.50</b>        | <b>-91,334.87</b>    | <b>-47.77 %</b> |
| 57 Website Maint / Development               |                       |                          |                      |                 |
| 5710 Interactive Media Coordinator           | 25,000.00             | 27,500.00                | -2,500.00            | -9.09 %         |
| 5740 Content Creation                        | 146.45                |                          | 146.45               |                 |
| 5750 Development/ Maintenance                | 10,500.74             | 18,209.38                | -7,708.64            | -42.33 %        |
| 5780 Interactive Marketing                   | 5,304.48              | 1,011.11                 | 4,293.37             | 424.62 %        |
| <b>Total 57 Website Maint / Development</b>  | <b>40,951.67</b>      | <b>46,720.49</b>         | <b>-5,768.82</b>     | <b>-12.35 %</b> |

# Mendocino County Tourism Commission

## Profit and Loss Comparison

July 2020 - May 2021

|                                            | TOTAL               |                          |                    |                 |
|--------------------------------------------|---------------------|--------------------------|--------------------|-----------------|
|                                            | JUL 2020 - MAY 2021 | JUL 2019 - MAY 2020 (PY) | CHANGE             | % CHANGE        |
| <b>58 Leisure / Group Sales</b>            |                     |                          |                    |                 |
| 5810 Promotion Items, Booth Develop        | 261.32              | 7,489.18                 | -7,227.86          | -96.51 %        |
| 5820 Consumer & Trade Shows                | 130.00              | 7,410.75                 | -7,280.75          | -98.25 %        |
| 5840 State Fair Exhibit                    | 0.00                | 5,064.15                 | -5,064.15          | -100.00 %       |
| 5870 Shipping - Travel Shows               | 2,130.28            | 4,389.82                 | -2,259.54          | -51.47 %        |
| 5880 Travel - Leisure/Group Sales          | -1,967.22           | 10,587.72                | -12,554.94         | -118.58 %       |
| 5885 Travel - Group FAMs                   | 64.19               | 805.00                   | -740.81            | -92.03 %        |
| 5890 Misc. Sales Opportunities             | 52.50               | 498.02                   | -445.52            | -89.46 %        |
| <b>Total 58 Leisure / Group Sales</b>      | <b>671.07</b>       | <b>36,244.64</b>         | <b>-35,573.57</b>  | <b>-98.15 %</b> |
| <b>Total 1- MEDIA &amp; WEBSITE</b>        | <b>237,828.92</b>   | <b>580,138.80</b>        | <b>-342,309.88</b> | <b>-59.00 %</b> |
| <b>2- VISITOR SVS / PARTNERSHIPS</b>       |                     |                          |                    |                 |
| Partnerships                               |                     |                          |                    |                 |
| 6550 Conferences & Seminars                |                     | 9,944.68                 | -9,944.68          | -100.00 %       |
| 6570 In-County Relations                   | 3,331.74            | 4,812.14                 | -1,480.40          | -30.76 %        |
| 6590 Memberships                           | 3,787.50            | 2,958.00                 | 829.50             | 28.04 %         |
| 6610 North Coast Tourism Council           | 6,409.68            | 9,166.75                 | -2,757.07          | -30.08 %        |
| <b>Total Partnerships</b>                  | <b>13,528.92</b>    | <b>26,881.57</b>         | <b>-13,352.65</b>  | <b>-49.67 %</b> |
| Visitor Services                           |                     |                          |                    |                 |
| 6720 Event & Festival Guides               | 6,387.13            | 32,850.24                | -26,463.11         | -80.56 %        |
| 6730 Incentives & Sponsorships             | 19,152.25           | 29,485.00                | -10,332.75         | -35.04 %        |
| 6770 Visitor Centers & Signage             | 2,246.70            | 7,991.05                 | -5,744.35          | -71.88 %        |
| <b>Total Visitor Services</b>              | <b>27,786.08</b>    | <b>70,326.29</b>         | <b>-42,540.21</b>  | <b>-60.49 %</b> |
| <b>Total 2- VISITOR SVS / PARTNERSHIPS</b> | <b>41,315.00</b>    | <b>97,207.86</b>         | <b>-55,892.86</b>  | <b>-57.50 %</b> |
| <b>3- ADMIN EXPENSES</b>                   |                     |                          |                    |                 |
| General Admin                              |                     |                          |                    |                 |
| 7010 Accounting                            | 30,505.00           | 17,642.16                | 12,862.84          | 72.91 %         |
| 7060 Bank Fees                             | 213.00              | 387.99                   | -174.99            | -45.10 %        |
| 7080 Board Development                     | 21,293.60           | 4,508.61                 | 16,784.99          | 372.29 %        |
| 7090 Copying & Printing                    | 1,210.38            | 1,791.86                 | -581.48            | -32.45 %        |
| 7100 Dues & Subscriptions                  | 16,584.10           | 10,669.52                | 5,914.58           | 55.43 %         |
| 7130 Legal Fees                            | 1,896.00            | 8,149.98                 | -6,253.98          | -76.74 %        |
| 7140 Licenses & Permits                    | 25.00               | 115.00                   | -90.00             | -78.26 %        |
| 7150 Meeting Expenses                      | 510.54              | 2,222.62                 | -1,712.08          | -77.03 %        |
| 7200 Office Expense                        | 8,577.52            | 4,438.01                 | 4,139.51           | 93.27 %         |
| 7210 Postage & Shipping                    | 506.83              | 1,538.74                 | -1,031.91          | -67.06 %        |
| 7280 Travel Expenses                       | 3,923.01            | 11,734.10                | -7,811.09          | -66.57 %        |
| <b>Total General Admin</b>                 | <b>85,244.98</b>    | <b>63,198.59</b>         | <b>22,046.39</b>   | <b>34.88 %</b>  |

# Mendocino County Tourism Commission

## Profit and Loss Comparison

July 2020 - May 2021

|                                 | TOTAL               |                          |                       |                   |
|---------------------------------|---------------------|--------------------------|-----------------------|-------------------|
|                                 | JUL 2020 - MAY 2021 | JUL 2019 - MAY 2020 (PY) | CHANGE                | % CHANGE          |
| Occupancy Costs                 |                     |                          |                       |                   |
| 7650 Rent                       | 26,131.33           | 26,030.00                | 101.33                | 0.39 %            |
| 7660 Insurance                  | 2,483.08            | 2,581.81                 | -98.73                | -3.82 %           |
| 7850 Repairs & Maintenance      | 5,785.49            | 4,394.72                 | 1,390.77              | 31.65 %           |
| 7890 Taxes                      | 124.18              | 62.58                    | 61.60                 | 98.43 %           |
| 7910 Telecommunication          | 8,454.76            | 9,935.70                 | -1,480.94             | -14.91 %          |
| 7950 Utilities                  | 6,550.48            | 8,171.94                 | -1,621.46             | -19.84 %          |
| 7990 Depreciation Expense       | 4,238.36            | 4,843.02                 | -604.66               | -12.49 %          |
| <b>Total Occupancy Costs</b>    | <b>53,767.68</b>    | <b>56,019.77</b>         | <b>-2,252.09</b>      | <b>-4.02 %</b>    |
| <b>Total 3- ADMIN EXPENSES</b>  | <b>139,012.66</b>   | <b>119,218.36</b>        | <b>19,794.30</b>      | <b>16.60 %</b>    |
| 4- PERSONNEL                    |                     |                          |                       |                   |
| 8510 Salaries & Wages           | 146,104.60          | 282,834.55               | -136,729.95           | -48.34 %          |
| 8515 Bereavement Pay            | 1,188.46            |                          | 1,188.46              |                   |
| 8520 Paid Time Off              | 6,150.21            | 19,490.47                | -13,340.26            | -68.45 %          |
| 8530 Payroll Taxes              | 14,256.00           | 28,019.31                | -13,763.31            | -49.12 %          |
| 8540 Payroll Processing Fees    | 824.00              | 1,213.69                 | -389.69               | -32.11 %          |
| 8550 Workers Comp               | 2,479.25            | 2,172.00                 | 307.25                | 14.15 %           |
| 8570 Health Insurance Allowance | 13,200.00           | 26,950.00                | -13,750.00            | -51.02 %          |
| 8580 Other Employee Benefits    |                     | 1,025.66                 | -1,025.66             | -100.00 %         |
| 8590 Contract Work              | 4,149.25            | 2,462.50                 | 1,686.75              | 68.50 %           |
| <b>Total 4- PERSONNEL</b>       | <b>188,351.77</b>   | <b>364,168.18</b>        | <b>-175,816.41</b>    | <b>-48.28 %</b>   |
| <b>Total Expenses</b>           | <b>\$606,508.35</b> | <b>\$1,160,733.20</b>    | <b>\$ -554,224.85</b> | <b>-47.75 %</b>   |
| NET OPERATING INCOME            | <b>\$490,927.92</b> | <b>\$ -7,062.09</b>      | <b>\$497,990.01</b>   | <b>7,051.60 %</b> |
| Other Income                    |                     |                          |                       |                   |
| 9000 SBA PPP Funding            | 39,731.26           |                          | 39,731.26             |                   |
| <b>Total Other Income</b>       | <b>\$39,731.26</b>  | <b>\$0.00</b>            | <b>\$39,731.26</b>    | <b>0.00%</b>      |
| NET OTHER INCOME                | <b>\$39,731.26</b>  | <b>\$0.00</b>            | <b>\$39,731.26</b>    | <b>0.00%</b>      |
| NET INCOME                      | <b>\$530,659.18</b> | <b>\$ -7,062.09</b>      | <b>\$537,721.27</b>   | <b>7,614.19 %</b> |